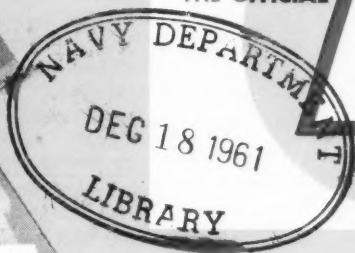




THE OFFICIAL

ARMY INFORMATION DIGEST

U.S. ARMY MAGAZINE



DECEMBER 1961

The Postwar Years— 1946–1961



SIGNIFICANT ARMY
TRENDS AND DEVELOPMENTS
AS REFLECTED IN DIGEST ISSUES

ARMY INFORMATION DIGEST



THE OFFICIAL MAGAZINE OF
THE DEPARTMENT OF THE ARMY

The mission of ARMY INFORMATION DIGEST is to keep personnel of the Army aware of trends and developments of professional concern.

The Digest is published under supervision of the Army Chief of Information to provide timely and authoritative information on policies, plans, operations, and technical developments of the Department of the Army to the Active Army, Army National Guard, and Army Reserve. It also serves as a vehicle for timely expression of the views of the Secretary of the Army and the Chief of Staff and assists in the achievement of information objectives of the Army.

Manuscripts on subjects of general interest to Army personnel are invited.

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THE fifteenth anniversary of ARMY INFORMATION DIGEST provides a vantage point for surveying trends and developments of the critical postwar years. Highlights from past issues furnish a frame of reference and a gauge of accomplishment as the Army moves forward to meet the challenges of the nuclear era.

COMMAND LINE

On Resources of the Spirit

"There is no record in American history of our people not rising to a challenge — the tougher, the better. If hardship and sacrifice are needed (and they are) to meet the major innovations and changes of this new era, the American people will face the facts — and do the job, and so will you. The preservation of our material accomplishments is important, but the preservation of the spiritual treasures we cherish and have maintained through 186 years of blood and toil is of infinitely greater importance. The keys to our survival are faith, not fear; patriotism, not patronage; and courage, not complacency.

"Liberty is a precious thing. It was purchased for us by the blood of our fathers; it can only be preserved by our own readiness and determination to make equal sacrifice if necessary. By living determined to secure it, we may avoid having to die to defend it."

*Lieutenant General Arthur G. Trudeau,
Chief of Army Research and Development,
before the American Management Association,
Los Angeles, California, 8 November 1961.*

The U. S. Army — A Potential Source for Aid to Developing Nations

"Army forces could do much to help the developing nations to help themselves. For example, if requested by the host government development of basic projects such as improved roads and bridges, medical treatment stations, water development and simple communications systems could be initiated by trained U. S. Army units. The indigenous army forces would be trained concurrently to take over the completion of such projects.

"In areas where civic action programs alone are not enough to strengthen the country, direct support to the military and police forces could be furnished to assist them in regaining and maintaining internal stability. This support would take the form of training Special Forces and paramilitary units of the host country for counter-terrorist operations and the like. In some regions an airborne brigade task force should be provided if requested by the host government. This force would not necessarily be deployed in the area of operations of the other elements of the task force but would be nearby ready to inject into the area rapidly if need be. This unit would be our guarantee to the developing nations and to the Communists that we stand ready and able to back up our friends in maintaining their freedom."

*Lt. Gen. Barksdale Hamlett,
Deputy Chief of Staff for Military Operations,
before the Association of the United States Army,
Washington, D. C., 8 September 1961.*

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THE OFFICIAL

ARMY
INFORMATION
DIGEST

U. S. ARMY MAGAZINE

DECEMBER 1961
VOLUME 16 NUMBER 12

**For U. S. Army members
combatting Communist chameleon tactics
in mountain, jungle, and plain,
the reasons are self-evident why**

The U.S. Army Serves in



A FEW short years ago Europeans and Americans had about as clear a mental picture of Vietnam, Laos, Cambodia and Thailand as they had of the geography of the far side of the moon.

Today the United States is spending billions to bolster the economic and military stability of these very countries. U. S. Army officers and enlisted men are on the scene, helping to train and advise their fighting forces.

Some citizens ask why.

"Because we've got to!" is the succinct reply of an Army Major who spent a year working in the Southeast Asia "up-country." Separated from his family and plagued by heat, insects, and monsoon rains in addition to Communist guerrillas, he never lost his enthusiasm for the job or his realization of the importance of it. He knows that he and hundreds more like him are serving overseas with Military Assistance Advisory Groups to help

friendly countries train and maintain military forces to protect themselves against aggression and to provide internal security.

The Major went through an intensive study course at the Army Language School at Monterey and spent another month at the Military Assistance Institute in Washington before being assigned to Southeast Asia. When he arrived he already spoke the language and was familiar with the history, culture, customs and problems of the country and its people.

After a short period of on-the-ground orientation, he was assigned as an adviser to an Infantry Regiment. He met his Asian counterpart, the Regimental Commander, and quickly discovered that their common military bond made communication and understanding easy. Getting down to work—which meant starting early each day to avoid the midday equatorial heat—he made a checklist of defi-

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As reported by staff members of
Headquarters, United States Army, Pacific

ciencies he had noted in the Regiment. For the length of his tour, he worked to help the Regimental Commander improve his training techniques and develop a more efficient supply system—the two most marked deficiencies he noted.

This he accomplished not by attempting to pattern things directly after U. S. Army procedures, but by offering advice and assistance based on his own technical knowledge and on his first-hand observation of what was workable and practical under existing conditions.

There are hundreds of other American military advisers in Southeast Asia right now, working just as quietly and enthusiastically as the unnamed Major. Some have their families with them. A few help boost the people-to-people program by serving in remote areas with their wives and children, but many others are at posts where families cannot be accommodated.

In a nutshell, their aim is to bring the military forces of these Southeast Asian countries up to peak efficiency, enabling them to defend themselves in that area of the world where the cold war is hot. The ultimate goal of this advice and training is to raise the level of efficiency of these forces to a point where such assistance is no longer required. When the instructors have worked themselves out of a job, they will have accomplished their purpose.

These men, working with the Military Assistance Advisory Groups (MAAG) in the four Southeast Asian countries of Vietnam, Laos, Cambodia and Thailand and elsewhere are handpicked for their qualities as soldiers, scholars, and diplomats.

As explained by the Major, there is good reason for the high selection standards. "A top-drawer officer or NCO can whip an American outfit into shape in six months by intelligent leadership, direct discipline and plain

hard work. How he goes about it is up to him because it's his outfit. But in dealing with the armies of friendly foreign countries, the shoe is on the other foot. We can only advise—and nobody can be forced to take advice. If we don't gain the friendship, cooperation and confidence of the foreign officers and men we work with, we are useless and might as well pack up and go home."

Strategic Importance

DIRECTING the overall U. S. Military Assistance Program (MAP) throughout the vast Pacific and Far East is Admiral Harry D. Felt, Commander in Chief, Pacific. Providing advice and assistance to him and directly responsible for the Army part of the Military Assistance Program is General James F. Collins, Commander in Chief, U. S. Army, Pacific.

The MAAGs in Southeast Asia plan to stay for a while, fully cognizant that there are, indeed, those who would like to see them pack up and go home. The Sino-Soviet bloc covets, needs, and is determined to get, all of Southeast Asia. Were the United States to pull out and leave these free countries to their fate, no one with an intelligent understanding of today's power politics doubts for a moment that they would be taken over in a matter of days—if not hours. And herein lies the background of the answer to the citizen's question, "Why?"

IT IS axiomatic with military strategists that to deny strategic materials to the enemy is a positive contribution to security. In underfed and overpopulated Asia, rice has historically been an item of strategic importance in peace or war. Vietnam, Cambodia, Thailand and Burma constitute the rice bowl of Asia and famine-plagued Peiping eyes them hungrily.

In addition to supplying 90 percent of the world's rubber and three-fifths of its tin, Southeast Asia is rich in oil, lead, manganese, tungsten, and many

other products without which many of the wheels of modern military technology would grind to a halt.

With slopes terraced in rice paddies harvested by peasants whose grandfathers trod the same paths before them, with stilted houses lapped by monsoon floods in the summers and hillsides bright with opium poppies in the winter, much of Southeast Asia is more cut out to be a quaint tourist attraction than a battleground of the cold war. The muddy Mekong, world's tenth largest river, descends more than 2,000 miles via China and Tibet through "the four riparian states" of Thailand, Laos, Cambodia and Vietnam, emptying into the South China Sea.

Laos, where flagrant Communist guerrilla attacks continue despite the signed cease fire, is a landlocked kingdom slightly larger than the state of Kansas. Cambodia, continuing to enjoy a measure of political stability following its emergence as a new nation, lies to its south. Bordering both these countries, to the west, is Thailand, southern anchor in the Southeast Asia Treaty Organization.

Curled serpent-like along the east coast of the jutting Southeast Asian land mass is Vietnam, now divided at the 17th parallel in much the same manner as Korea is divided at the 38th—half Communist, half free. This, with neutralist Burma, turbulent Indonesia and the staunchly pro-Western Philippines, is Southeast Asia.

The Communists seem superbly confident that the turning point in history has been reached and that they will slowly but surely be able to spin all of Asia within their orbit. Mounting military aggression from without or demoralizing and weakening from within, they are using and will continue to use whatever means fits their timetable of conquest. They have already made far too many inroads.

It takes a healthy amount of courage to defy the colossal fire-breathing dragon of Red China to the north. The

Southeast Asian leaders and their people, if they ever lost confidence in the West's determination to help guarantee their security, may understandably lose their own determination to resist Communist subversion. There is no more positive and visible proof of American determination to keep Southeast Asia free than the presence there of United States troops, on the ground, working hand in hand to help free Asians defend themselves.

Training and Aid

MILITARY training and assistance under the MAP program takes three basic forms. There are the Military Assistance Advisory Groups permanently stationed in the countries concerned. These officers work with their counterparts in the host country's army, advising and assisting in making more efficient that phase of military operations which is their specialty.

On-the-job training (OJT) for military personnel of MAP recipient countries is another phase of the program. During the current fiscal year USARPAC will provide OJT for more than a thousand such trainees.

In Okinawa they study at the U. S. Army Pacific Intelligence School where emphasis is placed on qualifying them as instructors and organizers. Many are trained in Hawaii at the NCO Academy at Schofield Barracks, home of USARPAC's 25th Infantry Division. Others study at the wheeled or tracked vehicle mechanics course or the air observers course, while still others intern at Tripler Hospital in various phases of medicine and dentistry. The people-to-people program is given an assist here also, as the trainees make friends and gain a lasting impression of the democratic way of life.

Some OJT is performed in "third countries"—that is, neither in the trainee's home country nor in the United States—and is supported by the Military Assistance Program. Vietnam and Thailand, as well as Pakistan

and the Philippines, are training military students from other countries of Southeast Asia under the Military Assistance Program.

A third and more specialized form of training and assistance is performed by the Army's Mobile Training Teams, or MTT's. These teams of specialists train and advise on one specific problem and then leave. They are usually assigned to particular countries for periods of 90 days, and are sent directly from USARPAC or the Department of the Army. With the recent MAP delivery of M-41 tanks, a Mobile Training Team went along to instruct the recipients in use and maintenance. Their aim—to instruct a group that can in turn become instructors for others.

Supply Lines

THE creation of practical and reliable in-country logistic systems presents thorny and complex problems that must be solved individually. What is required, in effect, are supply lines from base depots to the rifleman in the jungle. On the administrative side, our Southeast Asian Allies follow property accounting procedures based on national legislation, just as the U. S. Army does, and MAAG advisers must live within these rules while trying to innovate workable solutions to problems.

Operationally, the terrain makes it impossible to rely on conventional supply delivery systems. Through dense jungle, narrow valleys and steep ridges, roads exist in name only. Often little more than wide trails, they become impassable quagmires of mud when the summer monsoons set in. Aerial supply, in many cases, is the only answer. Continued MAAG training in this field has sharpened local supply organizations into top-notch units.

Limited road, rail and air networks throughout Southeast Asia place considerable stress on electrical communication for effective military opera-

U. S. Military Assistance through MAAGs, and Mobile



Jungle training in use of 75mm recoilless rifle is an important part of training of Royal Thai Army.



Members of the Royal Thai Marine Corps push their way inland to secure a beach following a landing exercise, part of their intensive training program.

Members of the Cambodian Army's Parachute Battalion, left below, study English. At right, an ordnance technician assembles a rifle.



reaches Southeast Asia Allies On-the-Job Training, Training Teams

In Laos, a member of mobile training team supervises instruction in fine points of firing the 4.2 mortar.

An array of M41 tanks is turned over to Philippine Army as part of program to modernize their equipment.



A Special Forces trooper teaches a communications class elements of sending and receiving.





After Laotian soldiers complete a bridge assault problem, their action is evaluated by a mobile training team expert.



Vietnam officers look over new engines, above, while group of sergeants below show pride upon completing an Ordnance course.



tions. Again, to overcome topographic barriers, modern communication equipment has been delivered through MAP, and Mobile Training Teams have been dispatched to train recipients in its use.

USARPAC is making every effort to update and improve equipment, always acting within the guiding principle that specific items be within the recipient country's capability to operate and maintain.

In USARPAC's Operation Little Detroit at Tokorozawa, Japan, local contractor firms strip down, repair and reassemble trucks, jeeps and other military vehicles for the MAP countries when they are damaged or worn beyond local capacity to repair. These vehicles today are in use throughout Southeast Asia.

Keenly aware that gaining the understanding and support of the local populations is vital to successful guerrilla operations, the armies of Southeast Asian countries, again with MAAG advice and assistance, cooperate to the fullest with the villagers. In building military roads and bridges, they literally go out of their way to make them useful also for civilian traffic. They assist in building schools and public marketplaces; they provide medical aid and disaster relief. This is the "civic action" side of the assistance program.

Army Role

FROM the beginning of the Mutual Security Program in Southeast Asia, the U. S. Army has played the lead role for the simple reason that the threat facing our Asian allies is one that must be countered by men on the ground. The threat of massive retaliation is meaningless under conditions where a battle, in the classic sense, has no front and the fighting is a series of ambushes.

Unless the Free World is to lose Asia by default, the Communist challenge must be met on the terrain it has chosen—in jungles, plains and



Undergoing rigorous training, this group sprints through a bayonet course. Later they will join a South Vietnam unit engaged in fighting Communist guerrilla forces.

mountains. The brunt of the fighting must be done by the anti-Communist Vietnamese, Laotians, Cambodians and Thais, and its outcome will depend on how well they have been trained and equipped and on the strength of the United States military forces in the Pacific to back them.

The key to understanding United States activity in Asia today is an appreciation of the profound social and political upheaval which has been accelerated there since World War II. In struggling to win the right to national independence, greater individual freedom and a higher standard of living, the peoples of Asia are fighting for that which Americans won only a few generations ago. It is incumbent upon Americans to understand and to help. Unfortunately, the Communists have been attempting to subvert this genuine Asian revolution to their own purposes and to turn it against the Free World.

The division of Korea and Vietnam at the 38th and 17th parallels respectively, the attacks on the offshore islands held by the Republic of China,

"THE Army is a part—an essential part —of a national team. There can be no simple division of today's struggle in Asia into diplomatic, economic, psychological, and shooting aspects. All aspects are interrelated. Army operations must contribute to diplomatic and psychological objectives; diplomatic and psychological operations must support requirements of the land battle."

**General James F. Collins,
Commander-in-Chief, U. S. Army Pacific.**

To give added mobility to Cambodian army, U. S. Military Assistance Program lands a shipment of quarter-ton trucks from LST.



the border incidents of India and Burma, the brutal conquest of Tibet, the blatant disregard of the cease-fire in Laos and continued guerrilla activity and subversive tactics in Indonesia, Cambodia and Thailand—all these provide ample witness to the need for security against aggressive Communist moves and encroachment.

The Reason Why

THE Communists have demonstrated for all the world to see that, for all their talk of peace, they still intend to press their military advantage at every opportunity. They will stall and wrangle over technicalities at international cease-fire conferences that drag on interminably while their troops

are consolidating gains and striking out for more territory.

It has been learned through bitter experience that the Communists are ever unwilling to relinquish at the conference table the territory they have taken by force of arms. They must be prevented from taking any more. In Southeast Asia, the threat is very real since the enemy is faced not across a varnished conference table, but across ravines, jungles and swamps.

It is the small, still free countries of Southeast Asia who must defend themselves, but it is the United States and the Free World's task to do all in our power to help them—to advise and assist militarily. This is the "why" of the U. S. Army in Southeast Asia.

General Maxwell D. Taylor confers with Vietnamese officers during inspection trip to gather information on Southeast Asia defense problems.





Oversea Tours Were Extended

Lieutenant General Russell L. Vittrup
Deputy Chief of Staff for Personnel,
Department of the Army

SERGEANT JONES, an Army veteran of 15 years service, has just returned from Korea after serving a normal 13-month tour in that area. Upon return to the States and assignment to an infantry unit, he is astonished to learn that he, together with his new unit, has been placed on a possible deployment list for transfer to Europe.

Another person similarly affected is Lieutenant Smith, now stationed overseas, whose hopes to return to Continental United States in the near future have been similarly dashed by the extension of oversea tours of duty.

The cases of Sergeant Jones and Lieutenant Smith are two of many which have arisen as a result of the current defense buildup. The individual will sometimes fail to understand why he in particular, like Lieutenant Smith, must bear the brunt of a prolonged tour of overseas duty, or a shortened stay in the United States as in the case of Sergeant Jones.

The morale of the Lieutenant Smiths and Sergeant Jones' is a pivotal factor in all plans and actions of the Department of the Army. The Office of the Deputy Chief of Staff

for Personnel is under no illusions about the hardships involved for those affected by recent policies setting aside the provisions of AR 614-30 governing oversea tours of duty.

Wherever possible, the impact of the new measures is being softened and equitably distributed. However, it will be appreciated that in a move as large as the present buildup in Army strength it is not always possible nor practicable to prevent unusual service in individual cases.

The following facts will help to explain in part why overseas tours have been extended:

- About 42 percent of the U. S. Army is overseas, in some 90 different countries or areas.

- Each year about 200,000 Army personnel come back from overseas and 200,000 others must ship from CONUS to replace them.

- On an average day—day in and day out—our Army has some 16,000 men always on the move. This is the so-called "pipeline," and its size represents a reduction in the effective strength of the whole U. S. Army of 16,000 personnel.

Anyone who appreciates arithmetic

and knows about the Army's requirement to build up its Strategic Army Force rapidly can see that this "pipeline" is one of the first sources for any buildup. The way to gain temporarily a 16,000-man strength while still improving combat effectiveness overseas, where it is most needed, is to stop the flow and drain the pipe.

Categories of Eligibles

TO MEET the needs of the immediate future, the Department of the Army has established three categories of personnel eligible for overseas movement:

Category I covers personnel who are bachelors or whose last overseas tour was in an accompanied status. Persons in this category will be available for immediate overseas movement.

Category II comprises individuals whose dependents normally live with them, whose last overseas tour was unaccompanied. Persons in this category, too, will be made available for overseas duty—but only after having been back in CONUS for at least nine months.

Category III is made up of all who are volunteers.

The various across-the-board measures, as finally approved, should cause the least hardship. All tours have been extended, whether individuals are accompanied by dependents or serving by themselves. Long tour areas have been raised twice as much as short tour areas, because of the difference in living and duty conditions. Some of these short tour areas, where unusual hardship conditions exist due to severe climate, poor living conditions, or isolation, have been exempted entirely from tour extensions.

Additionally, overseas commanders have been given powers to mitigate individual cases of personal hardship and hazards to health or well-being by compassionate exemption from extended tours.

It is anticipated that these and similar measures will help to reduce the number of cases where personnel with families are required involuntarily to serve unusually long or repeated tours of unaccompanied duty overseas.

The Job Ahead

IN ORDER to achieve a swift and orderly buildup of forces within the limits of the additional numbers of officers and enlisted men authorized by the Congress, it is absolutely essential that transfers be held to a minimum; that wherever possible experienced hands remain at their jobs in order to speed the mobilization and training of men called to service from civilian life; and that combat and combat support units be brought to the highest effectiveness as soon as possible.

To meet accelerated time schedules and the concentrated training load, the Army has to build on what it has, using personnel available now to get the training underway in a hurry.

The same situation occurred for many at the outbreak of the Korean War in the summer of 1950. The need for personal sacrifice was more readily understandable then with a shooting war underway in the Far East. Had there been an increase in strength prior to June 1950, there might never have been a shooting war in Korea. Let us hope that our current buildup may avert a shooting war. However, if war should come we will be better prepared for it.

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AN INDEX to the 1961 issues of ARMY INFORMATION DIGEST appears on pages 55 to 63. Individuals and organizations desiring to complete their reference files may obtain back copies of the index by writing to the Editor, Army Information Digest, Cameron Station, Virginia, indicating the year of issue required. The Digest index, in limited supply, extends back to 1946.

In its drive for combat readiness

U.S. Seventh Army finds

intrinsic advantages in



Decentralization -- A Key To Command Effectiveness

Lieutenant General Garrison H. Davidson

THE SYSTEM has operated for a generation. Commanders caught in its grip become preoccupied with the battle of statistics and beating the check list. Sifting projects from among the multitude of minutely detailed Top Priority tasks assigned, they accept the "crash program" as routine. Soon overcentralization and overcontrol become the order of the day.

Seventh Army is concerned about the System and the trend. It may seem strange that an organization whose success depends on immediate response to the wishes of its commander should be worried about overcentralization or overcontrol. Yet overcentralization which has gripped the United States Army since World War II has become such a hazard to combat readiness that the Seventh Army has found it necessary to take positive measures to counteract the dangers.

The process of centralization started during World War II with mobilization. The training of a widespread,

rapidly expanding, citizen Army required a centralized, tightly controlled organization in order to get the job done in time. These emergency measures have never been relaxed nor adjusted to differing postwar conditions.

On the contrary, the process of centralization has grown alarmingly since World War II. Mr. Hanson Baldwin recently commented in the *New York Times* that command functions throughout the services have been gradually limited since World War II by civilianization and centralization. He observed that operational analysis has permeated the Armed Services in the interests of standardization and efficiency.

Mr. Gene M. Lyons of Dartmouth College commented favorably on these trends in the *American Political Science Review* when he described the postwar "'militarization' of civilians and the 'civilianization' of the military." Within the Department of Defense he noted development of a centralized organization and the grow-

ing professionalism of the civilian leadership as well as the rapidly increasing complexity and diversification of military responsibilities.

However favorable such developments may be at the Department level, the inherent danger in their successful application is overextension. Senior commanders have been influenced to reach down to subordinate levels and usurp prerogatives and functions not properly their own. The effect has been felt at all levels but its full impact comes to a resounding rest at the bottom, in company and platoon.

In the small fighting units of the Armed Services, centralization has produced a stultifying, stagnating effect by reducing the junior commander's prerogatives. The System tells him in precise detail what he may and may not do and just how to do it. He rarely has to think for himself. The challenge of his job is emasculated.

Have we forgotten that between 1939 and 1945 junior officers found themselves catapulted almost overnight into positions of greatly increased responsibility? As a group they met this challenge with unusual distinction. Particularly notable were Eisenhower and Bradley who, lieutenant colonels in 1939, wore constellations of stars in 1945 and successfully commanded millions of men in the largest-scale war of all time. The pre-war system in which they were developed bore little resemblance to that

which is prevalent today.

Unfortunately, the current hiatus in leadership development exists at a time when it is more important to our junior leaders than ever before. Despite widespread disagreement on the nature of future warfare, all authorities agree that junior commanders of tactical forces will bear very heavy responsibilities. They must be prepared to operate with unprecedented independence on strange battlefields. They will be called upon to make decisions of more far-reaching consequence than did their predecessors. Most importantly, they must now lay the foundation that will provide the sound guidance of senior leadership in the high military councils of the future.

But instead of meeting these needs, the procedures of The System are diametrically opposed to the requirements of both the present and future.

This paradox has stimulated the Seventh Army to consider means to reverse the trend. The result was the adoption of a policy of decentralization aimed at giving the companies and the platoons back to their commanders. The step was taken despite the magnitude of the problem of introducing this simple philosophy into an organization where effective command control and rigid discipline are essential.

In a memorandum to all officers of the Seventh Army, the key elements of the decentralization policy were



Lieutenant General Garrison H. Davidson
Commanding General,
U.S. Seventh Army.

"All authorities agree that junior commanders of tactical forces will bear very heavy responsibilities."



summarized in one word—**ATTACK**: Assignment of full responsibility by mission-type directives.

Training emphasis on the lower levels (squad - platoon - company) as a sound foundation for the Seventh Army's combat ability.

Thorough training of each small unit as a complete entity.

Authority made commensurate with responsibility by providing maximum, practical freedom of action in the execution of the mission.

Continued progressive development of junior leaders.

Knowledge by all personnel of their readiness born from meeting rigorous training tests and other realistic checks.

Advantages Cited

SOME may have the false impression that decentralization abrogates command responsibilities. Nothing could be further from the truth.

Decentralization not only breeds better leaders but requires a higher quality of leadership on the part of those responsible to rear them. It does not encourage relaxation of discipline or reduction of command attention. On the contrary, it demands an increase in command attention but more in the vein of true leadership based upon mutual confidence and respect. Such leadership obtains results through spontaneous, enthusiastic desire derived from wise counseling and example.

Ample checks are provided to verify the quality of training. Seventh Army

conducts realistic field training tests with variable scenarios in which units are subjected to severe physical and mental stress corresponding somewhat to the test of combat. These provide meaningful measures of the initiative, tactical judgment and resourcefulness of all leaders.

Maintenance standards, too, are based on combat effectiveness. The limit of warning for annual general inspections and for command maintenance inspections does not exceed 72 hours. Other command visits are unannounced. In these and other ways the chain of command maintains close touch with the true combat readiness of Seventh Army and the performance of its junior leaders.

A policy of decentralization demands close observation to know and to understand the decisions of subordinates and the judgment which prompted them. It requires close observation of the manner in which decisions are implemented to determine the initiative and imagination with which they are carried out. It necessitates alertness and a broad professional knowledge to discern mistakes and a keen understanding of human nature to correct them effectively.

Such a policy permits more intimate contact with subordinates and affords a deeper insight into personalities. It provides a greater sense of accomplishment of an independent job well done and thus promotes self-confidence in the performer and a sense of reliability in his commander.

Under a policy of decentralization,



"Seventh Army conducts realistic field training tests . . . in which units are subjected to severe strains. . . ."



". . . These provide meaningful measures of the initiative, tactical judgment and resourcefulness of all leaders."



more mistakes will, of course, be made in training. However, honest mistakes properly corrected on the training field present an effective learning device. As the Seventh Army directive points out, "the place for error is today's training ground, not tomorrow's battlefield."

A very important but unstated objective of the program is to consider the future while providing for the present—developing tomorrow's leaders today. The Services are in an era where there is little or no time-tested doctrine to guide them. This places an unusual premium on the quality of creative thought among those in senior positions at the moment; but equally important, it demands the development of the capacity for creative imagination among today's junior leaders who are going to be tomorrow's senior commanders.

The development of the capacity for creative thought among junior officers is a formidable problem. The climate of military service too often inhibits the young officer in advancing critical opinions or presenting original thoughts for fear of being dubbed disloyal or a malcontent. However, the young officer can hardly be expected to suppress continually whatever capacity for original thought he may have and then suddenly perform with the originality expected of him on the isolated battlefield.

Thus the Seventh Army pursues a policy of decentralization which meets present and future demands for leaders who possess strong initiative, sound judgment and extensive resourcefulness. These qualities represent a built-in weapons system in which the United States enjoys an advantage over any adversary it may be called upon to meet. It is one of our greatest assets and it must not be neglected. It provides the Seventh Army the potential to live up to its slogan — AAA — Anyone, Anywhere, Anytime—Bar None!

*Through forward-looking employee relations policies
at depots, bases and installations overseas,
commanders help advance*

The Army's Built-In PEOPLE-TO-PEOPLE PROGRAM



SOMEWHERE in Europe a U. S. Army installation commander presides at a special Awards Day ceremony for local national employees . . .

A few days later he joins others in sponsoring a soccer league . . .

He presides at the organization of a Works Council at his post, similar to scores of others throughout Europe . . .

He directs the establishment of a skills training course for local national employees . . .

All these incidents and many more publicly highlight an important Army contribution to this Nation's people-to-people program. Such activities, carried out on-the-spot at installations overseas, are evidence of the Army's interest in recognizing the contribution of host nation civilian employees who help carry out the Army's mission.

These activities also interlock with the Army's active program of maintaining effective community relations in foreign countries—a program essen-

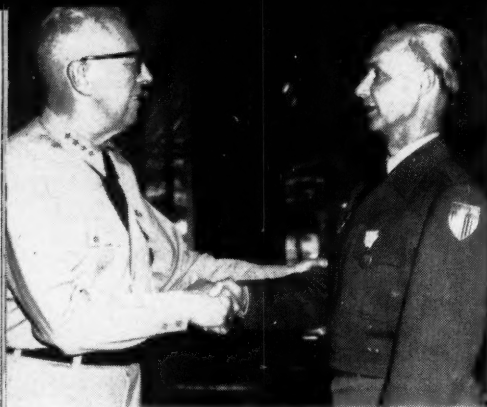
Walter O. Jacobson

tial to advancement of Free World objectives.

It is the "Colonel Smiths," as commanding officers of installations and agencies at the grass roots where people work and live, who are the key men in establishing and maintaining these effective relationships. In Europe, the 89,000 local national employees paid from appropriated funds and the 38,000 employees paid from nonappropriated funds can be articulate spokesmen for the Army and the policies of our Government. These employees, in turn, reflect an image of United States among their many relatives and friends.

The commanding officer's first interest in effective relations, of course, is to get well done those jobs for which he is responsible. As a military man he knows that the way in which he exer-

WALTER O. JACOBSON is Director of Civilian Personnel, Headquarters, United States Army Europe.



Gen. Bruce C. Clarke, left, congratulates retired German general Siegfried Kempf on awarding medal for his work as liaison director, Labor Services Division.

cises his leadership is important in motivating the work force.

The commander is reinforced in his interest by that of higher echelon commanders. In the area of United States Army Europe, General Bruce C. Clarke, as Commander-in-Chief, continuously emphasizes the importance of community relations in maintaining our effectiveness as a military force abroad. Next to combat readiness, community relations is the most important mission of the command.

A wide range of employee relations activities present themselves, many geared to particular interests and cultural patterns in each country.

In France, a number of installation commanders assisted employees in organizing soccer teams. They were able to provide space for practice fields and also make small contributions toward equipping the teams with uniforms.

In Germany, a commander has a special Awards Day for local national employees, which is carried off with dignity and enhances the employee's status in the community. All employees and their families are present. The Buergermeister and other local officials attend; the rostrum is decorated with flowers; and a well-planned and conducted ceremony takes place.

In Italy, local employees take advantage of Armed Forces Day to visit the installation with their families.

But it is in the treatment of the

employees at the work-site, day in and day out, that the leadership of the commanding officer has the most immediate and sharpest impact. It is here that Americans are tested for their capacity to understand the individual of the host nation, and, in turn, win his understanding of the vital role of the U. S. Army in the defense of human freedoms. Here attitudes are built that reach into the community.

In Germany, commanders have capitalized on a major opportunity and challenge by consulting with employees through work councils. Under German law, employees at an installation organize for and elect a Works Council, which then meets with management to discuss matters of mutual interest such as working conditions, hours of work, canteen arrangements, and parking facilities. In addition, they can and do raise questions concerning fair treatment in promotions, reductions in force, and other actions.

Because Works Councils are unique they present many special problems in the use of the consultative method. Either the commander learns how to consult and work with the council or he has problems, both in terms of internal morale and the public press.

The moral is simple. The adaptability required by the modern Army extends beyond the combat situation into the social environment, and considering the fact there are more than 100,000 German employees, Army installation commanders have been both perceptive and adaptable. Through effective consultation, patience and getting technical advice on the operation of this unique system, commanders are doing a superb job.

In France, commanders have taken the initiative in setting forth ground rules under which employees can form councils. In many installations these councils serve as valuable means of securing employee reactions and transmitting management views down the line.

The inclusion of indigenous national

employees in the management structure, sometimes through choice and sometimes by necessity, is an important means by which better mutual understanding is created. In USAREUR, local national employees occupy about one-half of the supervisory jobs in various installations, and an appreciable number occupy high level management jobs. This close, day-to-day relationship contributes to the development of mutual understanding and respect.

Training Opportunities

CREATING development opportunities for local national employees offers another vital means of making known American social principles and methods. Supervisor training, based on standard Army civilian training materials, is strongly supported by installation commanders. In organizing and controlling the work, training new employees, and handling problem cases, such courses lead to better management and better understanding.

For installations in predominantly agricultural areas, as in parts of France, commanders have had to organize skills training courses to create the needed abilities. Automobile mechanics, typists, and fork-lift truck drivers are among the many jobs for which skills must be taught. Thus the commander is not only meeting his own needs but also building into the community technical abilities which would be available in emergency.

The commander's interest in providing employee amenities is another avenue to mutual understanding. Many of the installations in France were built in isolated areas and on an austere basis. This left many an installation commander in a quandary—how to provide employee facilities required by French law, but with little or no funds.

By the use of imaginative and long-range planning and with strong support from the command headquarters, medical facilities have been established, sanitary facilities provided, simple mess halls built, racks built to

protect bicycles from the weather. The improvements led to expressions of appreciation for the individual and collective efforts of Army management to solve the problems.

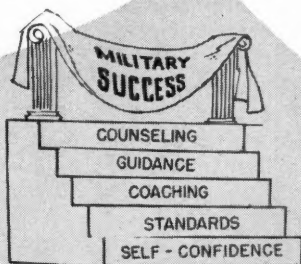
In European countries, industrial-type activities provide certain benefits and services that Stateside American practices do not recognize. For example, in Germany industry and government alike subsidize canteen operations, so that employees get a hot meal at noon with the employer paying part of the cost. Both industry and government conduct programs under which employee housing is built and rented. Because of these differing standards and practices, installation commanders are often handicapped in competing for needed labor with industrial organizations that provide such amenities.

As a final major point in establishing sound relations, commanders have gone all the way in complying with the spirit and word in labor agreements with host countries. In some instances, in fact, commanders have supported the rights of employees with more objectivity and determination than is the actual practice in the country itself. This concern and regard has earned a very real respect for honesty and sincerity, which certainly are key elements in a meaningful people-to-people program.

THE part played by the U. S. Army in the labor relations aspect of our Nation's people-to-people program has been quiet but effective on a large scale. It has grown out of the need for local community acceptance if the Army is to get and retain a reliable labor force and not create problems for the host governments.

To the Army commander at the local level must go the major share of the credit in developing and maintaining effective relations with a large and influential body of public opinion at the grass roots level, where enduring foundations are being built for allied defense of the Free World.

Officers and warrant officers will find vast resources for self-improvement under an expanded program of



Performance Counseling

Major General R. A. Hewitt

THE Army's Military Personnel Management objectives include finding the best in every man, having the best man in every assignment and developing every man to his maximum potential. Many actions contribute to the achievement of these objectives. Leadership, training, schooling, motivation, evaluation, coaching and counseling—all are important and significant factors.

Army Regulations 623-105, recently revised, adds formal counseling as one of the tools to attain the objectives of the Army Military Personnel Management System. This new AR covering the evaluation system for officers and warrant officers changes certain concepts and adds others. One of the sig-

nificant additions is the requirement for the counseling session as described in paragraphs 2c and 3e.

Counseling vs. Evaluation

THE officer who performs the rating action must remember that there is a difference between evaluation and counseling. Evaluation is the object of the efficiency report. Counseling is a means of advising and assisting the individual officer in improving performance by indicating areas of weakness and suggesting ways of overcoming these weaknesses. It is also a means of developing the individual's self-confidence in his ability to accomplish assigned tasks and to meet new situations and problems.

Counseling, coaching and guidance are day-by-day responsibilities of the rater in his exercise of leadership. Advice, suggestions for improvement, building of esteem, and admonition are all part of counseling. The counseling prescribed in the regulation is a formal summing up of all previous advice and appraisal with added guidance to the individual as to how he can improve his performance.

The session should not be a recounting of a list of pluses and minuses on a ledger; it should furnish concrete assistance and provide a basis for further increased responsibility.

The Rating Officer as Counselor

A COMMANDER or military supervisor depends on the wholehearted efforts of his subordinates. He, in turn, has the dual responsibility to assist them to better perform their current functions, and to help them develop the capabilities to assume the more responsible assignments of tomorrow. The questions are: "How do I assist my subordinates to become more proficient in their job?" "How do I assist them in developing confidence in their

own ability to perform their jobs?" "How do I help them develop and grow?"

The answers lie in the proper use of counseling as a tool of leadership. In its most simple form, counseling merely means telling a man how you think he is performing the various functions of his job, how he is behaving or developing himself as an individual and as a leader, and what he can or must do to improve or change in order to do the job to your satisfaction and to prepare himself for larger responsibilities.

The Rater's Responsibility

A KEY responsibility is borne by the supervisor on a staff or the immediate commander. He controls the duties and the work situation. Because of this, he is in a strategic position to observe and improve performance.

Through counseling he can contribute to the career potential of his subordinates. He knows, or ought to know, his staff and subordinates better than anyone else. The assignment of specific and general duties creates an opportunity to observe closely, and helps to

BEGINNING in September 1961, officers and warrant officers Army-wide began being rated by means of an improved efficiency reporting system as provided in Army Regulations 623-105. Besides introducing a new Efficiency Report (DA Form 67-5) and a new scoring method, the new procedures call for a mandatory counseling session, consisting of an overall appraisal of an officer's performance, about four months before the efficiency report is prepared.

The new regulations emphasize that the rater's counseling responsibilities are distinct from (though related to) his rating responsibilities. As DA Pamphlet 355-25, "The New Officer Efficiency Reporting System" points out, "The requirement for a formal counseling session well in advance of rating time is intended to underline the important difference in purpose between counseling and efficiency reporting. The purpose of counseling is to advise (sometimes to admonish or praise) the officer, to encourage his maximum self-improvement and development, to help him improve his performance.

"The purpose of efficiency reporting is to present an objective evaluation of the officer's performance and to estimate his potential for professional growth and improvement. Both counseling and efficiency reporting are more effectively performed when all concerned have a clear understanding of the important distinction between these separate but complementary aspects of leadership."—Editor



develop and strengthen those facets of professional performance and confidence which may appear absent or weak.

In the counseling session there must be attention to specifics. The session must reflect a spirit of constructiveness and objectivity on the rater's part.

Fundamentals of Counseling

MOST outstanding and successful commanders and leaders will testify that the development of capable sub-

ordinates contributed immeasurably to their own success. By counsel as well as by exercising other leadership techniques, they were able to find and develop the best in their subordinates. The more constructive the counseling, coaching and guidance, the more productive and efficient the subordinate becomes.

Certain basic actions are conditions of effective counseling. Most individuals, for instance, are biased toward persons whose talents and inclinations



Major General R. A. Hewitt
Director of Military Personnel Management
Office of the Deputy Chief of Staff
for Personnel

resemble their own. They are liked because they are "our kind." This is a subtle and frequently subconscious type of prejudice—one which the counselor must guard against. Likewise, the counselor must be alert to the opposite influence if the junior is "different" from the counselor.

The counselor must show a sincere desire to find the best in the individual. In most individuals there are few weaknesses of significance, but there is always room for improvement and self-development. By means of counseling, the rater points out these ways to the subordinate and thus helps him to grow. Also, it must be remembered that the counseling session is not designed to change an individual's personality but rather to improve his performance and strengthen his professional abilities.

The counselor must make adequate preparation for this vital and important face-to-face appraisal. He must answer the question: "What do I expect this man or woman to do?" This implies a consciousness of standards of performance and behavior against which the individual is to be measured.

From this question flows the next: "Am I getting it?" The answer requires further analysis along these lines: How is the job being done? What contributions have been and are being made? How can these contributions and the performance be improved? How can the individual be stimulated to perform his best, consistently?

Am I giving him appropriate support? Am I over or under-supervising him? How can I best communicate with him? What abilities and talents does he have that he fails to use? How can his self-confidence be increased? Why is his performance and behavior not up to standard?

Types of Officers

OVER a period of time, the counselor will encounter a whole range of individual types, including:



1 Officers who are good, know they are good, but seek to do better. This is the highly devoted, dedicated Army officer who is intelligent and has initiative. He tries to perform on his current assignment better than anyone else has done it before. This type of officer comprises most of the officers and warrant officers serving in the Army.

2. Officers who are good, know they are good, but don't want advice. Some people in all walks of life are like this. It is difficult for them to accept advice even when it is constructive. This man has initiative and is just as capable as any other, but is rigid when it comes to advice because it is interpreted as criticism. It is possible, but requires effort, to reach this individual with advice.

3 Officers who are fair but think they are good and don't want advice. This group is in a minority. This type



of man is a challenge to any leader because he believes he is better than he is and doesn't want any assistance.

4. *Officers who are fair, want to improve and would like advice.* This man is the one who will probably benefit most from counseling. A positive approach can be taken to assist him to find his best qualities and abilities. This is the type who can be developed into a good officer who seeks to do even better. In many cases this officer needs only to have his self-confidence

bolstered by judicious counseling.

5. *Officers who are below average, know they are below average and have a desire to improve.* Considerable effort can be expended on this type of officer with usually gratifying results.

In every instance the same overall guidelines apply in the formal counseling session. (See below.)

What Counseling Can Achieve

THE best that a man or woman recognizes is the best he tries to sur-

Guidelines for Formal Counseling (AR 623-105)

Purposes of Counseling

1. Improving current performance through making clear your standards of performance. Each officer has his own methods, and this provides an opportunity for the junior to learn of your preferences in quality, quantity and methods.

2. Giving the rated officer a clear picture of how he is doing. This should emphasize strengths as well as areas in need of improvement.

3. Discussing methods and plans for improvement and areas for better use of the subordinate's abilities.

4. Building strong, personal relationships between superior and subordinate in which both communicate frankly on how duties are being performed and what improvements are indicated.

5. Developing in the individual an awareness of his own abilities as well as his shortcomings and assuring in him a confidence in his ability to meet and handle the problems presented to him.

6. Eliminating or reducing tension and anxiety regarding performance.

Preparing for the Counseling Session

1. Restudy the requirements of the assignment and what abilities are necessary.

2. Think about the subordinate, his personality, record, experience and training. Have his field 201 file available.

3. Determine what you want to get accomplished in the counseling session and prepare a plan. The following are a few objectives you might want to accomplish.

a. Motivate the subordinate for better performance.

b. Give him a knowledge of specific abilities.

c. Give him a specific or general statement: "You are a fine officer and a great asset to the Army," "On the rifle range last week you accomplished the task in a commendable manner."

d. Develop a program for improvement. This should include specific steps.

The Counseling Session

1. Establish rapport by relieving tension. Get the subordinate talking. Explain the objectives of the session. Invite him to raise questions. Give him a feeling of security. Demonstrate your interest in him.

2. Tell him about good things and successes first. Communicate that your evaluation or opinion is not permanent or rigid. Be willing to know more about the subordinate.

3. Plan to meet in private and without interruptions.

4. The first formal counseling session may create tension and anxiety. Prepare to reduce these.

5. Place emphasis on development and growth in performance. Minimize evaluation, rating expressions. Eliminate those elements related to discipline. A counseling interview is not the place to impose discipline.

6. Don't dominate; avoid argument; listen attentively. Remember the subordinate must do much of the talking at some points of the interview if he is to make a personal application.

7. If past or recent failures must be discussed (negative approach) do so as

pass. The counseling session helps clarify this recognition and therefore stimulates a man to aim for top performance more of the time.

Aside from making it more possible to identify a man's best, the counseling process can be used to help a man know himself, to set his own goals for progress, and to maintain his self-esteem.

It should be constantly remembered that no one can say when a man has reached his "highest potential." We

should not think in those terms. Man is always bettering his previous best; this is the essence of growth, aliveness, development.

Today's service as an Army officer or warrant officer demands maximum use of human skills, intelligence, judgment. One of the most certain methods by which each of us can improve his performance is to seek actively to help others improve their performance. Active, enthusiastic, intelligent counseling is an important step in this direction.

quickly as possible. Move the conversation to abilities and strengths (positive approach) which will prevent future failures, improve performance and gain success.

8. Allow for "face saving" if failures are on the discussion agenda.

9. The counseling session must be guided by the counselor. Irrelevant material or detours can defeat the purpose of this most important leadership and personnel tool.

Reactions of the Individual

1. Various reactions can be anticipated. The following list is not definitive and because of the military situation may not be discernible by the superior officer.

a. The subordinate may express genuine surprise at some aspects of your evaluation of him and his work, but his response will be positive and friendly.

b. When the subordinate is told that his work is satisfactory, and when plans for self-improvement and growth are suggested, the response is usually highly enthusiastic. There is no greater motivating force than for his superior to plan with him for improvement in his present assignment and for eventual development.

c. The average person, when being counseled about his work, is likely to ask for elaboration of any constructive criticisms.

d. You can look for most subordinates to try to improve immediately after counseling.

e. Normally, the subordinate can be expected to accept his full share of responsibility for failures. Juniors are usually quite ready to work on cooperative

plans for improvement.

f. You can expect frank and honest counseling to gain a reputation for you of being a square shooter.

g. The subordinate is very likely to feel that an appraisal of his performance comes to him somewhat as a personal favor from his superior. All kinds of relations are likely to be closer and smoother where the superior has shown a genuine interest in letting a subordinate know his strengths and weaknesses and has helped him with the latter.

h. Even successful officers need frequent reassurance that their work is satisfactory; the matter of reinforcing self confidence is most important. Some of your best officers may appear somewhat over-eager for this reassurance.

Closing the Counseling Session

1. Review the points made in the interview and encourage the subordinate to summarize them or put them in his own words.

2. Always reassure the man of your interest in his progress and indicate willingness to take up the discussion again at any time.

3. End when you have made clear whatever points you intended to cover, when the junior officer has had ample time to review his problems and release any emotional tensions that exist, when plans of action have been cooperatively developed and when you and the subordinate are at a natural stopping point. It is particularly good to close when both of you have a feeling of satisfaction about the results obtained.

**Pitting U. S., French and German NATO Allies
against Aggressor and the elements,
Winter Shield II provided a**

TEST OF

Teamwork



Lieutenant Colonel George R. Moe

"Lass' uns einen Schneemann bauen!" suggested the German *Gefreiter* as the two men left the messengers' tent during a lull in Winter Shield II. "O. K.," returned the American paratrooper. A half hour later, NATO had been reinforced by one steel-helmeted snowman, standing rigidly at attention and clutching a dummy hand grenade.

The two young soldiers from opposite sides of the Atlantic enjoyed their joint effort in the snow of Bavaria, even though fun was not listed as one of their objectives. Nearly 60,-

000 of their comrades—from three different countries—were unanimous on one point: it's no picnic when you deliberately wait for sub-freezing temperatures and then head for maneuvers over hills of snow-covered mud.

But many French, German and American soldiers took home one warm and satisfying impression from this chilly campaign in early February 1961. Riflemen and tank drivers experienced, at their own level, something of the much-discussed NATO teamwork. Men in foreign uniforms were there, doing similar jobs on orders from the same higher commander, struggling over—and cussing—the same icy roads. This was not only interesting; it was also reassuring.

Two units from the new Army of the Federal Republic of Germany (FRG) took part in Winter Shield II,

LIEUTENANT COLONEL GEORGE R. MOE, Infantry, studied at the University of Heidelberg before returning to the U.S. Military Academy as a German-language instructor. He recently completed the General Staff Course of the Federal German Army in Hamburg, and is currently serving as Operations Officer in Army Section, MAAG-Federal Republic of Germany.



NATO's annual winter war game. The exercise opened with the Aggressor force crossing the Danube near Regensburg and clattering northward into the hilly area south of the Soviet Zone of Germany. In this phase, Aggressor's powerful right punch was delivered by the muscular 11th *Panzergrenadier*-Brigade. On the defending, or NATO side, another German unit, *Panzerbataillon* 54, was attached to an airborne battle group of a U. S. infantry division.

The new FRG Army consists of twelve divisions—seven armored infantry, three armored, one mountain and one airborne, with supporting troops and stationary installations. There is no provision for an elite corps. With the forces of the Federal Republic and the U. S. Seventh Army having the same overall defense mission and

a common geographic location, the soldiers of both armies are destined to see much more of each other in the field. The performance of two German formations in last winter's Seventh Army maneuver give some indication of the results that may be expected.

One of three brigades comprising the 4th *Panzergrenadier* Division, the 11th *Panzergrenadier*-Brigade, is commanded by Colonel Gottfried Annuss, since 1930 a career infantryman and general staff officer. His command, like other armored infantry brigades in the *Bundeswehr*, is packed with highly mobile combat power. Besides a headquarters company and a supply-and-service battalion, it contains five battalions—three armored infantry, one tank and one artillery; and four separate company-size units—reconnaissance, engineer and antitank compa-

nies, plus an anti-aircraft battery.

That this army is not entirely out of its build-up phase was underscored by the fact that the 11th marched off to Winter Shield II minus one of its fighting battalions. One armored infantry battalion remained in the home caserne to train a new increment of recruits. This limitation on available reserves necessitated increased reliance on energy and initiative and less on textbook tactics. The results more than satisfied the Army and Corps Commanders and gained respectful comments from scores of ranking visitors.

Winter Operations

FOR what was no doubt the most daring undertaking of the maneuver, the crossing of the swollen and ill-tempered Danube, the Brigade was directly supported by a United States engineer battalion. The crossing operation succeeded in the face of natural obstacles, and when it was over, both American bridge-builders and German drivers heard sincere expressions of respect for each other's skill.

A day later the Brigade carried out a sizable helicopterborne landing behind its opponent's lines, utilizing U. S. Army aircraft especially attached for the operation.

Tactically, the 11th *Panzergrenadier*-Brigade was under the direct operational control of the Aggressor Army Commander (Commanding General, VII U. S. Corps). Liaison officers with a bi-lingual capability had been exchanged at the outset, and there was no significant difficulty or delay in transmitting orders. Administratively, the Brigade was supported by the FRG Army. Its logistical requirements, including maintenance support, were adequately covered by German sources.

In the case of *Panzerbataillon* 54, the format of German-American teamwork was entirely different. The Battalion was integrated, both tactically and logistically, into the 8th U. S. Infantry Division, where it was further

attached to the 505th Airborne Battle Group. "This team of American paratroopers and German tankers gave us a winning combination," says Colonel T. C. Mataxis, Commander of the 505th. "We came back from the exercise with a profound respect for each other's military talent."

Logistics and Communications

INTEGRATING a foreign tank battalion into an American host unit, even when the operation is highly successful, focuses attention on the minor differences in their respective ways of living and functioning in the field. Feeding the troops is an example. German field kitchens serve a substantial warm meal at noon, at which time they also issue the components for a cold supper and breakfast, then supply a hot beverage at the appropriate time. Rations are simple but filling, with a high proportion of heavy rye bread (*kommisbrot*) and potatoes.

Geared to this routine, German troop kitchens lack both the personnel and the equipment to cope with the U. S. Army's diversified A ration. When B rations were encountered, another shortage was discovered—the numbered recipes from the Army cookbook. Cooks of the 54th, working extra hours, reported that the American rations were well liked, but had to be supplemented by extra bread and potatoes.

The Battalion's M48A2 tanks, purchased by the Federal Republic under the Mutual Security Military Sales Agreement, were praised by German platoon leaders, both for comfort and fine shooting capabilities.

Tanks on the march are known to have voracious appetites, but on no occasion was the 54th short of fuel. Despite the overburdened road system, supply in general was timely and effective, thanks in part to the Battle Group's foresight in attaching its German-speaking Assistant S-4 to the *Panzerbataillon* as Liaison Officer.

Communications often present a

Crew of a communications vehicle waits on an icy road while contact is made with a forward element.



thorny problem when the troop list changes, even if the newly associated units all speak the same language. And when they speak different languages? Actually, this potential stumbling block proved insignificant because the problem was anticipated and worked out in advance.

Since Seventh Army's maneuver directive and the implementing orders of other headquarters had been issued well in advance, the attack on the communications problem could be made in three phases—pre-maneuver planning conferences, combined training after arrival in the assembly area, and the maneuver itself.

Compatibility of communications equipment was assured, since FRG forces use much American-made equipment and German-manufactured items are in general designed to net with U. S. sets. Bi-lingual personnel in both battle group and battalion were positioned to insure that communications did not break down. German personnel were oriented in the use of U. S. signal operating instructions. When the 54th's communicators found their U. S. counterparts using a profusion of unintelligible abbreviations, the meanings were typed out and posted.

When the march to the maneuver locale put the 54th near an infantry company operating on the same radio command channel, the confusion was ended by switching to the battalion's alternate frequency. Wire communications, when used, were installed by the

battle group. These gave little difficulty, after one of the 54th's switchboard operators was dissuaded from habitually disconnecting all non-German voices.

Other areas where possible hitches could be foreseen were critically examined by staffs and commanders of both units. As with communications, operational procedures were worked out in preliminary conferences and then put to the test in the pre-maneuver assembly area. Commanders at every level practiced forming and leading combined tank-infantry teams, and the reinforced battle group was organized into combined arms task forces. A joint reconnaissance of the area was undertaken, and tactical plans were formulated. Staff members got acquainted

Umpire in white-banded cap watches as an HS-30 personnel carrier crew sets about recovering immobilized vehicle.



with their counterparts and talked over their working arrangements.

As a key step in achieving operational harmony, personnel of the 54th were instructed in the standing operating procedures of the battle group and the division. For the inevitable reports it required from the 54th, the 505th prepared folders containing the necessary blank forms plus explicit instructions for completing each. Maintenance support plans of battle group and division were broadened to include the vehicles and equipment of the 54th.

Despite mud, frost and a high percentage of eager but inexperienced drivers, the tanks of the 54th rolled through Winter Shield II with only an insignificant proportion on deadline at any one time. The young German soldier of today shuns formal drill and does not encounter the Prussian-type discipline his father knew so well. But he learns quickly and throws himself wholeheartedly into activities—like tank driving—which require technical proficiency.

German-American skill and energy came to nought in only one significant problem area, and this with good reason. Outside of military reservations the troops were restrained—by order of the Army Commander—from driving off the road. Much as unit commanders might bemoan the loss of realism when they were roadbound in a tight tactical situation, it boiled down to the hard fact that every bushel of grain destroyed in a German field has to be imported at considerable cost.

To the Americans involved, Winter Shield II demonstrated that working closely with an FRG unit is not quite so simple as operating with the U. S. unit next door. Nevertheless *Zusammenarbeit* not only proved to be feasible; it was exceedingly effective. The obvious dissimilarities were secondary to more positive and more significant factors—compatibility of equipment, similarity of doctrine, a shared sense of responsibility, and a like degree of enthusiasm for soldiering, for mastering technical problems and, in general, for doing a vital defense job well.

Satisfying news—a report from one of the German officers in the exercise brings a delighted smile to Defense Minister Franz-Josef Strauss, center, on inspection trip.



**Ordnance and Engineers
find ingenious ways to accomplish**

Packaging with a Purpose

BESIDES building first-class missiles and other materiel, the Army is seeking continually better methods of packaging these items so they can be delivered intact to the ultimate user in the field under any conditions, including dropping from aircraft. Some items are designed to be fired directly from their shipping containers.

Obviously, in such cases something more substantial than cardboard and gummed tape or even wooden crates is needed. Continual experiments are being carried out using wood, steel and aluminum, but fiberglass containers are being used increasingly because of their light weight and durability.

At the Army Rocket and Guided Missile Agency, Redstone Arsenal, Alabama, plastic is being used with greater frequency because it is durable enough to take the bumps of transport, and strong enough to withstand the pressures and heat of missile firing. Plastic containers bounce back into shape after what normally would be a denting blow.

The Redeye air defense missile currently under development by ARGMA is fired directly from its container. ABMA's M-72 light antitank weapon already has been fired successfully from a packing case that doubles as a launcher.

Some of the Army missile packages are being equipped with gauges and indicators to allow missile men to observe how well the object is taking its ride. Some of the gauges register humidity and temperature range which must be kept constant while the missile is being shipped. Some air conditioned containers



Both missile packages—the M-72 rocket grenade fired from its own packing tube contrasts with gigantic Nike-Hercules.

prevent corrosion of electronic parts by rust or fungus. Still other packaging provides a shock absorber and suspension system.

At the U. S. Army Engineer Research and Development Laboratories, Fort Belvoir, Virginia, experiments are being conducted in feasibility of using shipping containers made from expanded polystyrene beads. Developed by the Packaging Development Branch of the Laboratories, containers are made from two separate aluminum molds. Polystyrene beads are fed into the mold by vacuum and then subjected to steam pressure to expand and fuse them compactly. Such containers currently are undergoing engineering tests as packaging for military engines.

Undergoing tests is lightweight rugged container, left, made from polystyrene beads while, right, a new Hawk missile is being hauled in its portable shipping container.



**Significant trends and developments
are reflected in fifteen years of Digest issues**

15 The U.S. Army in the P

THE ARMY INFORMATION DIGEST was created in its present form in 1946, just as the reverberations of World War II faded off into the canyons of time. An outgrowth of the wartime *I&E Digest* which dealt with the working details of the Army's Information and Education program, the magazine in its new format early gained stature as the official magazine of the Army by chronicling trends of long-range significance.

In the ensuing 15 years, new forces have yielded vast changes in the Army and the way it will operate in any future conflict.

The early DIGEST editors could not foretell all these far-reaching changes or the forces behind them—although they reported signs of some on the new horizon. The fact that the DIGEST sought to steer by the stars instead of the lights of each passing ship is re-

flected in the pertinence of many of its past articles today.

Two of the most formidable forces then abuilding were the nuclear bomb and the ominous growth of a predatory, imperial Communism. Rapid advances in technology and weaponry, and the politico-economic-military incursions of an insistent new type of enemy have telescoped more changes in military concepts and operations in this 15-year period than in any comparable time-span in history.

The DIGEST has sought to report these changes with the immediate goal of keeping Army personnel informed of trends and developments of professional concern. However, a backward glance is sometimes necessary in order to gain perspective, to establish a frame of reference, and thus more clearly see the horizons ahead. Here, from the pages of the Army's official magazine, are the living ideas and insights that can help us understand this story of change.

LIEUTENANT JOHN E. ROSS, USAR, is a Professor of Journalism at the University of Wisconsin, Madison, Wisconsin.

Postwar Years

Lieutenant John E. Ross, USAR



THE holocaust of man's biggest war officially ended on 2 September 1945. In the next few months the Army struggled to keep its head above the backwash of that war. GIs were being released and were reporting to the Nation's colleges at the rate of 10,000 a day. Troops, almost apprehensively, occupied enemy territory.

Here and there clear words for the years ahead came through the clamor of demobilization. J. Lawton Collins, then Lieutenant General * and Director of Information in the War Department, stated in the first paragraph of the first volume of the *DIGEST*: "The primary mission of the Army is to prepare for war and to defeat the enemy. Other tasks, such as occupation and demobilization, stem from this

basic mission which carries a continuing responsibility."

Later that same year General Jacob L. Devers said, "Peace depends to a large extent upon diplomacy; but diplomacy to be effective must be backed by strong armed forces. The security of our Nation depends on the maintenance of an armed force of sufficient size to repel any aggressor." Not new words these, but ones that would haunt the Nation again before World War II became thoroughly cold and as the concept of cold war dawned.

Major General Edward S. Bres, Executive for Reserve and ROTC affairs, pointed to the public apathy after World War I. He said, "This must not happen again. We must remember that in World War II we had nearly three years in which to mobilize and train. Should war come again it will come with little or no warning. The United States, being committed to world leadership, must be alert."

Secretary of War Robert P. Patterson in the December 1946 issue summarized what he considered the three burning defense issues—recruiting for the Regular Army, unification of the Armed Forces, and Universal Military

*Officer ranks and duty assignments cited throughout this article are as of the time of original publication—*Editor*.

Training. "The country needs," said Patterson, "a standing Army sufficient to carry on the responsibilities placed on it by the people, an overall national defense organization efficient enough to operate in a modern war, and a trained reserve large enough and alert enough to be called into service immediately upon an act of aggression."

But in spite of such comments the Nation was secure in its exclusive possession of atomic weapons, with only a head or two turned toward the massive competition of the 50's.

By 1947 the postwar confusion had to some extent settled down, and programs began to crystallize. The DIGEST reflected this consolidation of opinion. The February issue included a special report on Legislation and the New Army, which stated, "Within the next year or so atomic warfare, guided missiles, biological warfare and extended capabilities of air power will bring about changes in the composition and equipment of our forces as well as in our strategy . . ."

The goals of defense were consolidating around three primary points as stated in the same report—to preserve world peace and security, to take swift counteroffensive, and to provide United States security.

Out of a recognition that there were still fundamental conflicts of purpose among powerful nations came a swelling movement for a program that was not to be established. This was Universal Military Training. Lieutenant General R. S. McLain summarized the thinking on UMT in the June 1947 issue: "This is the fairest, cheapest, most democratic and most practical way to secure peace in the years ahead."

But the Nation was bent on relaxation.

George C. Marshall, as Secretary of Defense, was to make one of the last strong pleas for UMT in April 1951 when he said, "For a nation that prides itself on its hard-headed business acumen, we have given the world quite an

"THE survival of America cannot be taken for granted. It is something that will be earned by our own efforts."

General of the Army Omar N. Bradley
in April 1951 Digest

opposite impression in our vacillations on preparedness."

A remarkably far-sighted summary of future problems facing the United States appeared in a report from the President's Advisory Commission on UMT in August 1947. Of future concern, the report said, were these—long-range aircraft, atomic energy, sneak attacks, the combat zone extending to the zone of interior, the need for a counterattacking force, and a great increase in mechanization.

Along the same line Major General R. S. Aurand in the May 1947 issue said the supreme lesson of World War II is that scientific research and development hold the key to military strength and national security.

In September 1947 a comment appeared which the Nation would fully appreciate during the Korean War and again in 1961 in the Berlin crisis. Major General K. F. Cramer, acting chief of the National Guard Bureau, called for a new National Guard capable of immediate mobilization and action.

The December 1948 DIGEST reported a growing discussion on the role of reserve forces in national defense, with Army planners calling for an 18 division Mobile Striking Force based in the zone of interior as a D-Day force.

By 1948, the military posture of the Nation entered a new phase as the debate over the direction we would commit our defense forces took shape and as the effects of the National Security Act of 1947 became more evident.

In March 1948 the DIGEST reported on "Survival in the Air Age" and took its facts from the President's Air

Policy Commission Report. The report said, "The chances of avoiding a war will be greatly increased if this country has the available force to strike back and to defeat anyone who breaks the peace. The Nation needs an Air Force capable of meeting the attack when it comes, but also of dealing a crushing counteroffensive blow." Such terms as defensive weapons, radar early warning, and long range missions came into use.

Civil defense proponents then struggled under a sea of apathy that was to last more than a decade. The January 1949 DIGEST reported that "the Nation thus far has no agency operating in the field of passive defense (saving lives, restoring communities and plants)." The report concluded that this is the joint responsibility of the Federal Government, the states and the communities.

It was at this time that the full impact of global leadership spread over the land. General Omar Bradley, Chief of Staff, in the May 1949 DIGEST said in signing the North Atlantic Pact, "We are conclusively demonstrating to the world that the United States shall no longer hide behind a mythical Atlantic Ocean which in time and space no longer exists."



THE Korean War, at the turn of the decade, was a major intersection in the national destiny. August 1950 saw a report in the DIGEST on the President's stand on Korea. "The attack upon Korea makes it plain beyond all doubt that the international Communist movement is prepared to use armed invasion to conquer independent nations. The hard facts of the

present situation require relentless determination and firm action. There is no easy solution in the fighting." Statements like this would follow throughout the decade.

The business of the Korean conflict occupied many of the pages in the next three years. The DIGEST issues of 1952 related the second year in Korea, the stalemate at Panmunjon and other frustrations of the war. An article on Red China's fighting hordes wondered how long the Chinese can keep going at the expense of excessive casualties? Will the Chinese Army crumble as did the North Korean Army? What makes a Red Chinese soldier die with less hesitation than those of other nations?



THE United States was concerned about the morale of its fighting men as a result of Korea. Implications showed up in the January 1954 DIGEST article, "Men Think as Their Leaders Think," by Lieutenant General W. B. Palmer. "War thrusts upon most of us a succession of uncomfortable situations. From time to time we reach a climatic situation which scares us out of our wits. Until we become accustomed to the shocking sights and sounds of battle the thinking machine of the average man is paralyzed. The leader must have a firm hold on the minds of his troops."

Reporting his conclusions after 34 months in prison camps during the Korean War, Lieutenant Ray M. Dowe wrote in June 1954: "Those fortunate enough to live through the ordeal without breaking become more mature as individuals; they developed a truer sense of values and broadened their understanding of human nature in general and of the enemy in particular . . .

"IN THE present East-West struggle in which both sides possess capabilities for mutual destruction, the Army increasingly must serve as a precision tool to isolate and pinch off, by rapid intervention, the probing tentacles of Communist aggression, wherever they may penetrate. By their very presence U. S. Army deployments help reduce the possibilities of war by presenting clear and convincing evidence that any attack could not succeed, or even be tried without prohibitive cost."

*From "Peace or Piecemeal?"
June 1958 Digest.*

The Korean conflict awakened many in the free world to the vile nature of Communism. Inadvertently, the Communists themselves facilitated this understanding. The experiences of returning prisoners of war, punctuated by real-life examples of Communist brutality, have evoked sufficient interest to give free peoples a better appreciation of the baseness of Communism."

The attitude of soldiers was under consideration from other points of view in 1954. The DIGEST carried a report on service careers. The report said, "Unless the present trend of career personnel leaving the service can be reversed, most serious consequences to national defense effort will result." The article expressed concern about a growing lack of confidence among Armed Forces personnel in military service as a worthwhile and respected career.

In August 1954 the DIGEST reported a move to "increase prestige of noncommissioned officers and to provide for their recognition as persons of responsibility and authority." The top four enlisted grades were at that time separated into noncommissioned and specialist ratings.

In April 1955 a story on officer promotion observed, "Promotion is not primarily a reward for past performance. It is a prediction of future usefulness in increased responsibility."



AS 1950 marked a turning point in military history, so did 1955. New concepts of military operation began to appear in the DIGEST by the middle of the decade and reports on great advances in technology appeared with accelerating frequency.

In the January 1955 issue Major General W. M. Creasy, Chief Chemical Officer, wrote provocatively on biological warfare. "In the long history of warfare it has often happened that germs, not generals, have decided the outcome of conflict. The advent of the high-flying, long-range bomber now removes continental isolation. We must be completely prepared for every type of warfare."

Five years later Major General Marshall Stubbs, then Chief Chemical Officer, said in the DIGEST, "If this country is ever involved in a war we must certainly prepare for the very real possibility that the CBW weapons systems will be used against us. We have in being or under development a variety of agents which can be highly lethal to mildly incapacitating. One agent can produce confusion and inability to carry out orders. Another may produce a deep sleep for hours. Chemical and biological agents can be used to seek out the enemy whether widely dispersed or concentrated. They can be used to cause an enemy to mass or disperse."

In 1956 and later Army spokesmen wrote on the Army's needs and responsibilities in the air. In November 1956 Brigadier General C. I. Hutton, Commandant of the Army Aviation School, pointed out that Army aviation was necessary for improved battle mobility and greater firepower. Army aviation

equipment, he added, needs to be bigger and faster, particularly in the vertical lift field.



IN December 1956 General Maxwell D. Taylor, writing on Army missiles, pointed out that the Army has the primary responsibility for surface-launched missiles in support of combat land operations and in the execution of the air defense mission assigned to the Army. Again in July 1959 General Taylor wrote, "The Army has a clearly established responsibility in air defense. We consider that our immediate problem is to provide an effective defense against current and foreseeable enemy bombers and missiles. Our first priority should be placed upon the defense of our retaliatory capability, on our important cities and other installations essential to national survival. We have tended to place our defensive forces on a comparatively low priority, rationalizing that the best defense is a good offense. We must have an effective air defense capability."

In June 1957 Major General Hamilton Howze, in another vein, wrote, "Despite the advances in development of ground vehicles over the past 50 years, the maximum rate of movement of large bodies of troops is not greatly different than it was in Alexander's time—approximately 25 miles per day. The obstacle to increased rates of movement, besides the enemy, has been what has always otherwise been the soldier's best friend—the ground. The accidents of terrain can still slow the most mobile Army ground unit to less than the pace of the foot soldier. The Army should go no higher and faster

than is necessary to remove the blocks imposed by terrain; and this may be no more than a few feet above it."

In December 1960 Colonel John Zierdt, Commander of the Army Rocket and Guided Missile Agency at Redstone Arsenal, wrote that the Army believes the Nike-Zeus system can bat down intercontinental ballistic missiles plunging toward targets at speeds ranging from 15,000 to 20,000 miles per hour. Many problems that loomed as insurmountable obstacles only months ago have already been solved. The Army feels Nike-Zeus is ready to be ordered into production.



AIRBORNE troop units were undergoing some far-reaching changes in the late 1950's and these had implications in the new Strategic Army Corps.

In June 1957 Major General T. L. Sherburne wrote: "When the new 101st Airborne Division received its colors in September 1956, the professional military eye could discern on the parade ground at Fort Campbell a division disposed like no other in the Army. Gone was any semblance of a tri-regimental structure. Instead there were five battle groups of a size between battalion and regiment."

In July 1959 General Howze wrote about the 82d Airborne, "From tropical jungle to arctic wasteland is a considerable distance. Yet almost simultaneously two elements of the 82d staged exercises to demonstrate dramatically the Strategic Army Corps concept of being ready and able to move anywhere anytime to fight under any conditions."

In November of that year Lieutenant

Foreign Armies in Review

COVERAGE of foreign armies in past issues of Army Information Digest include:

How the Swiss Build Their Army, April 1951

Report on the Canadian Army, July 1948

Army of the Greeks, January 1952

Red China's Fighting Hordes, February-May 1952

The Turkish Soldier, May 1952

The Dutch Army — Tough and Self-Reliant, April 1955

The Army of Brazil, September 1959

The Spanish Army, July 1958

The Soviet Army—

Military Organization and Development, October 1950-March 1951

Weapons, August 1957, March 1958

Nuclear Era, August 1958

Soldier, June 1960

Attitudes on Use of Military Power, June 1960

General R. F. Sink, Commanding General, XVIII Airborne Corps, pointed out that "Strategic mobility—the ability to make intercontinental moves by air, on short notice if necessary—is what makes the airborne and selected infantry organizations key units in STRAC. New equipment, with corresponding new techniques, has vastly increased the effectiveness of our airborne forces since the day of the C-47 and the glider."

In October 1960 General Lyman L. Lemnitzer as Chief of Staff wrote, "The Army believes that it must have rapid movement of troops and supplies to distant regions to respond to aggression with the prompt movement of enough fighting forces, equipment and supplies to prevent prior enemy seizure; to build up the forces . . . to defend the area against enemy attack and defeat such an attack; and move enough reinforcements to continue combat."

"The Army believes it should have sufficient air transportation to, within

hours of the time that the order has been given to move, (1) fly at least two reinforced battle groups to any trouble spot in the world; (2) within a matter of days move by air enough troops and supplies to build up to a full division force; (3) within two to four weeks increase the size of the fighting force to two divisions."

The last years of the 1950 decade saw other sweeping changes. In 1957 Wilber M. Brucker, Secretary of the Army, introduced an Army progress report that was to be repeated in the DIGEST in 1959 and 1961.

In that first report, Secretary Brucker said: "The past year has brought into sharp focus revolutionary changes in the Army's combat concepts. The closing phase of World War II to which missiles and atomic bombs provided a dramatic finale, was actually but a starting point from which a clear-cut synthesis of future warfare has now emerged. In 11 years the Army has evolved a flexible combat concept which provides for the most effective employment of advanced weapons, plus the latest innovations in transport and communications, to assure superior mobility by land and air."



IN May 1957 the DIGEST reported on new divisional organization. "To step up the Army's flexibility, mobility and combat power under the fast-changing conditions of atomic war, far-reaching changes are being introduced which translate the newly conceived pentomic organization into the practicalities of troop mobility, improved communications and aug-

mented striking power."

The three combat arms were defined. Airborne, the article said, is completely air-transportable and organized primarily for the airborne role. The infantry is the basic major unit of combined arms and services, capable of sustained offensive and defensive combat, but with the best attainable degree of air-transportability. The armored is capable of sustained combat, with emphasis on exploitation and counter-attack, but with no particular requirement for the air-transportable role.

In September 1958 Lieutenant General C. D. Eddleman gave this status report on the pentomic reorganization: "More than a year has elapsed since the Army started its conversion to the pentomic organization. The tactical concepts upon which that organization is based are now generally integrated into the Army school and training system and into the operational planning. Even so the entire Army is adopting further improvements."

Foreshadowing further alterations in division structure, he stated: "The pentomic reorganization is the beginning rather than the end of the Army's adaptation to the nuclear battlefield. There are three principal methods by which the Army can reduce vulnerability to nuclear weapons: dispersion, mobility, physical protection. The pentomic concept embraces all of these methods; however, we must recognize that our current capabilities with weapons and equipment on hand do not

permit us to enjoy the full benefits of the new concept."



IN these years a discussion of far reaching significance developed on the implications of limited vs. general wars. The Army's position was highlighted and clarified in *DIGEST* articles.

The January 1958 issue was devoted to an analysis of the Army four years hence—in 1962—and General Taylor touched on the problem of limited vs. general war. "In its simplest terms," he declared, "the role of the Army will be to provide a maximum contribution to the deterrence of war. It is important that under present conditions the military forces of the United States have sufficient flexibility to permit the application of varying degrees of force without sole dependence on . . . atomic weapons. The Army of the future will be organized to meet, in order of priority, three possible military situations—namely, cold war, limited war and general atomic war. The Army will be composed of five major categories of forces: overseas deployments, strategic Army forces, reserve strategic Army forces, continental air defense, and mobilization forces."

A March 1958 article noted that the logical first step toward understanding the whole military problem that confronts the Free World is to consider the meaning of general and limited war. General war involves hostilities in which both sides place substantial reliance, both in the tactical and strategic aspects, upon weapons and operations of maximum destructive capability. Limited war involves hostilities in which both sides, for reasons of

"NO profession lives in a vacuum; it is part and parcel of the national life. Its members must share in the national thinking, and contribute to that thinking from their own peculiar abilities. This is particularly true of the Armed Forces, for no other profession is so dependent on public understanding and good will."

**General J. Lawton Collins
in November 1948 *Digest***

humanity or practical self-interest, confine the method and scope of their military effort by adherence to the basic principle of avoiding all militarily unnecessary destruction of life and property, in pursuit of restricted and specified objectives.

The June 1958 DIGEST, titled "Peace or Piecemeal?" was a special issue on the Army's role in limited war. General Taylor wrote, "In these days of dramatic satellite launchings and missile flights, public attention is to a large degree focused on the dangers of a possible general thermonuclear war. This concern may cause us to overlook the equally serious threat of limited wars initiated by an aggressor under the protective cover of mutual nuclear deterrence. Limited aggression could lead to the possible loss of much of the Free World or quickly spread into the general conflagration which we hope to avoid. Our readiness to fight and win promptly any local conflict is of the utmost importance."

In the same issue, the DIGEST editor stated: "While all-out assault against the United States remains as the greatest danger, it is the piecemeal loss of the Free World to limited and camouflaged aggression that constitutes the greatest long-term threat to the Nation's security. The Army's ability to react swiftly and decisively in case of a local war serves as an ever-present preventive of the general war."

In December 1958 General Taylor spoke to the Institute of World Affairs in Pasadena, and the DIGEST reported from his speech: "General war would be a direct armed conflict involving the U. S. and the Communist Bloc in which it is probable that weapons of all sizes would be used with few limitations. Limited war is any military conflict short of a general war, one in which our national existence is not at stake. Limited war ranges from a patrol action to armed combat on the magnitude of the Korean War. A total of 17 limited war situations have arisen since 1945. They have averaged about 2½

years involving 600,000 men. We should embark on a five-point program to improve the capabilities of the Army and other services: (1) the modernization of appropriate equipment; (2) the improved strategic mobility of limited war forces; (3) the pre-planned use of air and sealift; (4) expanded joint planning and training; and (5) the publicizing of our limited war strength."

The September 1959 DIGEST carried another significant point for this discussion—a special section titled "What Is a Modern Army?" "In the nuclear age," it stated, "there has been a great deal of confusion as to whether an Army still has a real role in defense of a nation. A pattern is emerging from the welter of crises which make up the world situation. The Communists are exploiting the full span of war, including cold war and indirect aggression. Their forays on the ground are increasingly bold. It is to the Army that the U. S. must look if these provocations of the ground are to be met."

The August 1959 issue, devoted to the Chief of Staff Report, reveals a growing maturity in Army minds regarding the new role of the Army. The report said: "The overall missions of the Army have been to contribute to the security of the Nation by providing adequate forces for prompt, sustained combat on land in any type of war and to furnish surface-to-air missile defense of the United States and our forces overseas."

"The principal tasks of the Army are, first, to maintain forces overseas for the deterrence of aggression or for effective resistance to aggression if deterrence fails; second, to maintain mobile, combat-ready strategic forces in the U. S. for the rapid reinforcement of forward employed forces and to come to the aid of our allies; third, to provide forces as required for the defense of the U. S. against air attack; and, fourth, to maintain a base for rapid mobilization, including strong, ready civilian component forces."

The report continued, "Although the Army has achieved significant success in some areas, there are important unresolved problems: (1) achievement of a properly balanced national military strategy; (2) determination of yardsticks for all categories of forces to support this balanced strategy; (3) development of a budget-making process which will assure that funds are allocated according to this strategy; (4) acceptance of the role of the Army in execution of this strategy; (5) better understanding of the Army's tasks in air defense.

"The Army must continue to press for a fundamental change in the present inflexible pattern of the defense budget which annually allocates some 70 percent of available resources to preparation for deterring or fighting general war."



THROUGHOUT the decade of the 50s the Army and the DIGEST were concerned with developments in the Soviet Union and the rest of the Communist Bloc. This showed up in two ways—analytical articles about the Soviet Army and in a geopolitical study of the opposing forces.

"A Look at Soviet Weapons" in August 1957 pointed out that "Most Americans today think of Soviet equipment as cheap, second class, poorly made, and of necessity, simple enough for unschooled peasant masses to operate. The cold facts present a very different picture."

An analysis of "The Soviet Army in the Nuclear Era" in August 1958 made the point that the Soviet Army has re-equipped its Army Ground

Forces with newly developed tanks, guns, armored personnel carriers and amphibious vehicles. Unit organization and tactics have been adjusted for either nuclear or non-nuclear war. The principal changes in the last few years have been toward increasing the speed and versatility of movement and the range and weight of firepower."

Illustrating the geopolitical struggle, Major General Barksdale Hamlett, writing in the May 1959 issue, declared, "The current Soviet objective—to force the Allies out of Berlin—has long been apparent. It is clear that all of the Soviet attempts to pressure the Allies into recognizing the East German Communist regime, all of their harassing of Allied Berlin traffic and all of their recent proposals for establishment of a free city of West Berlin are merely intermediate objectives along a route of march, the ultimate objective of which is the elimination of the Allies from West Berlin and the incorporation of the city into Communist East Germany."



IN the late 1950's a new concept of warfare evolved. This was special warfare, which actually combined two earlier concepts. Major General O. C. Troxel, Jr., defined special warfare in the December 1957 DIGEST: "It is more than psychological warfare. It is also unconventional warfare—a carefully planned effort to bring about the subversion of the enemy against himself in conjunction with our more conventional operations. The era during which psywar was solely concerned with leaflet and loudspeaker surrender appeals is past. The time when partisan

fighters organized haphazardly and fought harassing actions is also past. Carefully organized data about the likes and dislikes, attitudes, emotional and intellectual characteristics and subversive potentialities of critical target groups have been assembled."

In June 1960 Colonel W. H. Kinard, Jr., Deputy Director of Plans for Special Warfare, wrote, "For the first time in its history the Army is developing and maintaining specific units for psychological and unconventional warfare in the broadest sense . . . to extend the ground battle to areas deep within the enemy's lines . . . to inflict psychological as well as physical damage on the enemy."

General George H. Decker, Chief of Staff, summarized many of these new ideas and developments in the February 1960 DIGEST, "The U. S. Army is making a variety of indispensable contributions to our national commitments—adequate Army manpower in a dynamic world situation; continuing modernization of weapons and equipment; further improvement in the Army's training and logistic base through maintenance of forward-deployed Army forces; provision of material support, advice and training assistance to allies; maintenance of mobile, combat-ready forces in the continental United States; joint air defense, and maintenance of support for rapid mobilization."



ALL of the technical development, all of the tactical change, all of the ideological struggle still hinged on one factor as the 1960 decade opened. That one factor was the human element—

"THE man who graduates today and stops learning tomorrow is uneducated the day after."

*Newton D. Baker quoted in
November 1947 Digest*

the individual soldier.

Two quotations bring the role of the man into focus.

The April 1958 DIGEST covered the role of the infantryman in the atomic age. "Technological developments in recent years have advanced at such a rapid pace and have been so dramatic that they have all but overshadowed the Infantryman's historic purpose of seizing and holding ground . . . And yet, at no time in the history of the American Army has the role of the infantryman been more important than it is today in the atomic age." Those were the words of Major General Herbert B. Powell, commanding general, U. S. Army Infantry Center.

The May 1960 issue was devoted to the importance of man in the modern army. Lieutenant General John C. Oakes, Deputy Chief of Staff for Military Operations, wrote, "The only suitable symbol of the Army is the soldier. Only the soldier can reflect what the Army is and what it does. Yet by their very nature, the Army's tasks today are too broad to be represented by a single individual. The combat soldier is, of course, of fundamental importance, but he is only the cutting edge of a very complex machine."

The soldier remains the basic ingredient of the Army. And the Army remains a closely woven part of the Nation. Secretary Brucker made this point an eloquent one in the March 1960 DIGEST—for which statement he received the Freedoms Foundation Medal. Sixth-graders of the Ridge Ranch School at Paramus, New Jersey, had written the Secretary, asking, "What are some essential things young Americans like ourselves can do to build a stronger America?" He an-

swered, "I believe that every problem we face today could be solved easily if we were really enthusiastic about our country, not just when the bands play and the flags wave, but every hour of every day and in every part of our lives. Today there is need for a new spirit of pride in America which will cause all of us to roll up our sleeves and work for her to the very best of our ability all the time."

How was the American soldier responding to the complex forces and challenges of the Sixties?

Following inspection trips and visits to Army bases and installations worldwide, Secretary of the Army Elvis J. Stahr, Jr. was able to report in the September 1961 *DIGEST*: "The distinguishing mark of the United States Army of 1961 as I see it is an alert and progressive attitude in keeping with new and imperative responsibilities . . . It is an attitude that reflects the fact that, for the first time in our history, the Army is charged with a peacetime mission as vital as any it has ever fulfilled in battle.

"With militant Communist imperialism—which respects strength and strength alone—on the march in many areas of the world, and with mighty forces available to the hand of man which could destroy civilization, we can no longer afford to think of our

"ARMY SCHOOLS have an influence far beyond the immediate understanding of those who are undergoing instruction. For at these schools is inculcated the doctrine that we of the military profession do not own the Army; rather, the people own the Army, and we are a part of the people. We are here to serve a Nation that represents the greatest human achievement in history. As long as we try to serve the Nation in this spirit, there will be no question of the efficiency of our public relations."

*General of the Army Dwight D. Eisenhower
in May 1949 Digest*

Digest Special Issues

SINCE its inception, the *DIGEST* has published special issues and sections on the following themes:

Report on Universal Military Training, June 1947

The U. S. Army 1775-1955, June 1955
Research and Development Progress, November 1955

Reserve Forces Act of 1955, February 1955

The Army's Missiles, December 1956

Army Progress Report, February 1957

The Chief of Staff Reports, September 1957, August 1959

The Army in 1962, January-February 1958

Peace or Piecemeal? June 1958

Army Dividends to the American Taxpayer, July 1958

The Army in the Space Age, October 1958

The Army Budget, April 1959

What Is a Modern Army? September 1959

MAN — The Essential Ingredient, May 1960

People-to-People in Europe, August 1960

The Lesson and the Legacy — The U. S. Army in the Civil War, August 1961

Salute to the Navy, July 1961

Salute to the Air Force, October 1961

Armed Forces as instruments only for fighting war, but, outstandingly, as instruments for preventing war—and for driving down the level of war should actual conflict break out. . .

"The well-armed, well-trained American serviceman on the ground is a living symbol of our readiness to contribute to the common defense—a symbol that both allied peoples and potential aggressors can see—a visible and effective deterrent to war. . . Combat elements deployed in strategic areas beyond the Nation's boundaries live in the alert fashion of pioneers manning the palisades of a wilderness fort. All Americans can be proud of their morale, bearing, fearlessness and high state of combat readiness."

*With speed, versatility, rapid-fire action,
Operation WARN puts*

Army Combat Power

DEMONSTRATING their everyday combat readiness, men and units of the Strategic Army Corps supported by the Tactical Air Command staged a series of fast-moving actions before President Kennedy, defense officials and foreign military observers at Fort Bragg, North Carolina, on 12 October. Highlighting the Commander in Chief's visit to the "Home of the Airborne," Army troops displayed their versatility in airborne assault, weapons and artillery firing, special warfare and ranger tactics. The array of military might in action included new Army weapons,

special equipment, motorized units and Army Aviation.

Speaking informally to assembled men of the 82d Airborne Division, the President said: "I hope that those of you who serve here, during these days of a cold peace, will recognize that every day that you are on duty and in a position of preparedness, you are maintaining freedom all around the globe. . . This is a Division which is 'All-American'—and as an American I am proud of it."

Following are some sights and scenes witnessed by the President:

Members of one of the Immediate Ready Force units live up to their name as they get set to depart within moments after receiving orders as President looks on.



eron Display



Little John rocket is dropped into firing position from H-34 Shawnee utility helicopter. Later the President saw it fired.



Taking off from an amphibious LARC-15, soldier in experimental "flying belt" makes an overwater leap to shore.



Demonstrating an airborne assault, a rifle company of 101st Airborne shows how a wave lands from aircraft, to assemble on ground and then overwhelm an enemy.

The new M60 machine gun is fired at targets to illustrate weapon's versatility, hitting power.





After inspecting 82d Airborne Division, President addresses assembled troops; at right, he confers with Secretary of Army.



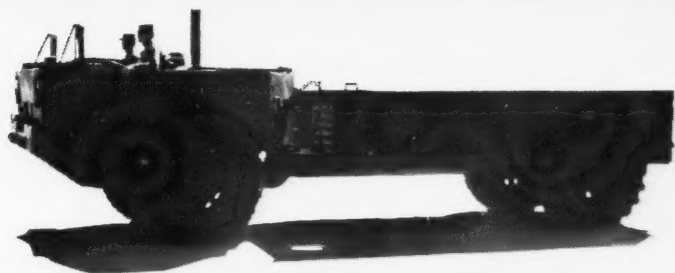
The XM79 grenade launcher fires projectile designed to knock out bunkers, machine gun nests or troop concentrations.



The Davy Crockett, left, is mounted on quarter-ton truck; below, the M-110 is an 8-inch self-propelled howitzer.



Greater mobility for armies in field is embodied in new GOER vehicle, at home in mud, water or on land.



The Pershing guided missile is assembled on transporter-erector-launcher, then is emplaced nose skyward for firing.



The Honest John rocket for long-range striking power is mounted on a launcher for inspection by the President.



Besides the huge Pershing missile, these smaller Hawks which add punch to Army striking power also were shown.



**To surmount the snows
and resist the gales,
Army Engineers use**



Self-Elevating Structures On the Greenland Icecap

WHEN the U. S. Army Corps of Engineers was faced with the problem of building early warning radar stations for the Air Force on the Greenland Icecap, it was confronted with the problem of how to provide foundations when there was nothing but 8,000 feet of snow and ice underfoot. That problem was solved by devising a building that will keep hoisting itself above the snow literally by "pulling on its own bootstraps."

Two of the four new stations built in the Greenland segment of the U. S. Air Force Distant Early Warning Line—the now famous DEW-Line—have been built in this manner. The other two were built on the solid rock of the coasts of Greenland and presented no unusual problems. With their completion, sixty radar stations forming an arc across the top of the hemisphere, ranging from the Aleutian Islands across the top of Alaska and Canada, have been placed in operation.

The DEW-Line was designed as a warning system against attack by manned bombers. A supplementary

system now is under construction to detect flights of Intercontinental Ballistic Missiles should they be launched against a North American target. Experience in building the two stations in Greenland will be called into play.

Late in 1957 the Air Force requested the Corps of Engineers to build the facilities for the eastern extension to the DEW-Line. The west coast station perches some 5,000 feet above the sea at Qaqqatoq, which in Greenland parlance means "very old mountain." The east coast site is located at Cap Dan on Kulusuk Island, about 1,000 feet above the sea just south of the Arctic Circle. The icecap stations are about 160 miles from either coast, and about 100 miles apart. Locations were approved by the Danish Government in 1958.

Each site contains operations area, living quarters, mess hall, post exchange, infirmary, barber shop, recreation lounge, exercise room and steam bath, in addition to the radar equipment and communications facilities. Fuel oil storage and an emergency

survival building are located some distance from the main building.

The Engineers' initial concept for the icecap stations was a building that would be allowed to submerge gradually into the snow, with a radome mounted on a "fireman's ladder" that could be extended as the building sank farther. This was abandoned, however, because experience showed that a submerging building would be unsatisfactory for the radar function.

Finally, an adaptation of the Texas Tower radar stations in the Atlantic was adopted. The icecap buildings were built on stilts that extend up through the building. A motor-operated jack on each stilt will lift the building as snow accumulates, so as to keep the base of the building some 18 feet above the snowline. Each stilt extends about 30 feet into the snow and ice, with the bottom resting on a "mattress" of timber laid over compacted snow.

It is expected that this method will allow buildings to surmount an average of ten years accumulation of snow. However, it is not certain just how the buildings themselves will affect such an accumulation. Some experts believe that the prevailing winds will keep the area beneath the buildings swept clear of any but normal accumulation.

To verify this and to discover any effect the buildings may have on snow accumulations, tests are being made in a wind tunnel with simulated snow

and a model building. New York University is making the study under a contract with the Army Engineers. Borax is used to simulate the snow. In preliminary wind-tunnel tests, scientists are watching ten years of arctic weather telescoped into five hours.

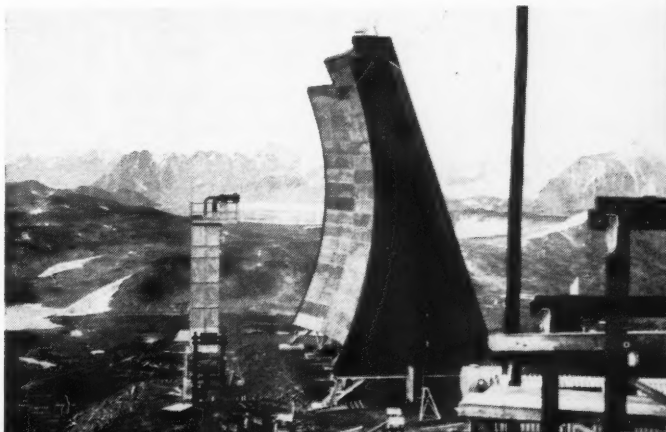
The Ballistic Missile Early Warning System contains some of the most powerful radar ever designed. The site at Thule is now operational. Technical facilities include four 400 x 165 feet high Surveillance Radar "billboard" antennae. These are designed to withstand wind velocities up to 85 mph.

Each large antennae is faced by a scanner building 144x80x58 feet high to house the equipment for directing the radar waves to the antennae. In addition, there are three transmitter buildings. These seven buildings are connected with 4,700 feet of covered roadway.

All the buildings and passageways are shielded by welding the adjoining interior edges of all wall and roof panels and soldering them to copper mesh screen between layers of concrete in the floor. Total welding amounted to more than 80 miles. Complete support facilities are provided to make the project self-sufficient except for community, port and basic commodities storage facilities which are furnished by Thule Airbase.

The Army Engineers, long accustomed to challenging construction tasks, have done it again in Greenland.

Looming against a stark background, huge antenna is emplaced to guard against attack.



SPEEDING RESERVE READINESS

ARMY Reserve and Army National Guard units now reporting for active duty are in the best condition of readiness of any large group of United States reserve component members ever called up for active service, according to a recent evaluation by Brigadier General Carl Darnell, Jr., Assistant Chief of Staff for Reserve Components.

Gen. Darnell stated that a recent survey of several National Guard divisions showed 47 percent of enlisted men had completed or were taking Reserve Forces Act (RFA) training in the Active Army while 16 percent had finished more than 17 months of active Federal service. The average length of service of men in the various units surveyed was found to be 4.8 years. Noncommissioned officers averaged a little under eight years. Many of them are veterans of both World War II and Korea.

MORE than half of the officers had at least two years of active service, with average length of service in the Army National Guard for all officers being 11.6 years. Seventy-eight percent of enlisted men in the surveyed units are between 17 and 26 years of age; 68 percent of the officers were under 40. Average age of all personnel was 25.5 years.

The RFA six-months program has furnished more than 386,000 trained enlisted men to the Nation's Ready Reserve since the Reserve Forces Act became law in 1955. Today Army Reserve strength is over a million men, with more than an additional 400,000 in the Army National Guard.

NEW training techniques and increased emphasis on physical fitness face Army reservists ordered to report for active duty. Although units called to active duty have been in an advanced state of training, several areas have been singled out for greater emphasis.

Night training will be increased, and reservists will be introduced to new equipment, including the new M-14 rifle. Some units will learn intricacies of new electronic radar systems that enable detection of enemy troop movements in dark or fog. Emphasis also will be placed on Army Aviation, on new techniques of counter-guerrilla warfare and on amphibious and air mobility training.

Time is being saved during the training cycle by eliminating some drills, ceremonies and formal inspections. The physical fitness program will stress exercises designed to increase capabilities in long-distance walking, crawling and the "dodge and run." Some of the old exercises are being retained because they are useful in conditioning, but training objectives now provide more realism.

Marksmanship will continue to be an important skill, with the Trainfire system rapidly replacing the old methods of firing at fixed targets.

During the Korean War it took some 34 weeks to train and form individual men into combat ready units. Now, because of increased emphasis on well-trained reserves as part of the One Army organizational structure, units being called to active duty are expected to reach the ready stage in less than half the time previously required.

ADDITIONS TO CONTEMPORARY MILITARY READING LIST

TWELVE books have been added to the Army's Contemporary Military Reading List to bring the 1961 list of recommended reading up to 37, according to Circular 28-16 published 18 September 1961 by Department of the Army.

The new titles and authors are: *On War* by Raymond Aron; *Dream of Reality* by Louis J. Halle; *America the Vincible* by Emmet J. Hughes; *The Question of National Defense* by Oskar Morgenstern; *The Failure of Atomic Strategy* by F. O. Miksche; The U.S. Joint Economic Committee Study Paper #18 *National Security and American Economy in the 1960's*, edited by Henry Rowan; *The Political Economy of National Security* by James R. Schlesinger; *Beyond Survival* by Max Ways; *The Continuing Struggle*; *Communist China and the Free World* by Richard L. Walker; *Geography and World Politics* by Lucile Carlson; *Prospect for America, Report VI*; *Power of the Democratic Idea* published by the Rockefeller Brothers Fund; and *The United States in the World Arena* by Walter W. Rostow.

NEWS

of professional interest

Shelter Marking Program

A nation-wide fallout shelter program now underway is designed to identify and mark, by the end of 1962, spaces in existing buildings that may be used as fallout shelters in case of nuclear attack. A first group of engineers has already completed a surveying and marking course at the Army Engineer School, Fort Belvoir, Virginia.

It is expected that from 30,000,000 to 50,000,000 usable shelter spaces will be identified to provide a minimum of shelter for approximately a quarter of the Nation's population. Spaces to be surveyed are each expected to be capable of shielding at least twenty persons. They will include private and public buildings, provided the private buildings can be available for the general public. Family shelters in private homes are not included in the program.

Shillelagh Developments

Continued development of the lightweight Shillelagh surface-to-surface guided missile system for close-in support of troops will proceed under an \$8,000,000 contract awarded to Ford Motor Company Aeronutronics Division, Newport Beach, California. The new missile is designed to provide increased fire power against armor as well as troops and field fortifications. Los Angeles Ordnance District will administer the contract for the Army.

Enlisted Flight Training

Flight training for active Army enlisted personnel has been reactivated, to be conducted in three phases at the Army

Primary Helicopter School, Camp Wolters, Texas, and at the Army Aviation Center and School at Fort Rucker, Alabama. Graduates of the course are appointed warrant officer (W-1) USAR, with concurrent call to active duty in MOS 1981, Rotary Wing Aviator. Interested personnel may apply for the training in accordance with provisions of AR 611-85, with changes.

Mobile Ground Radar

First mobile radar set for ground surveillance in combat currently is under development for the Army. The projected unit can detect moving targets more than eleven miles away, will be air transportable, and so sensitive that it can determine whether a moving target is a man or a vehicle. It will be installed in an armored tracked amphibious personnel carrier for swift land mobility. The new unit is being developed by Hazeltine Corporation of Little Neck, New York, under contract from the Army Signal Corps. It will be a modification of the shelter-housed AN-TPS-25 radar set already operational.

Vehicles in Production

Contracts for vehicles designed to furnish frontline troops with improved tactical capabilities have been let by the Army to Cadillac Motor Division of General Motors Corporation. The contracts provide for first production on an accelerated basis of the T114 armored reconnaissance carrier, the T195E1 self-propelled light howitzer, and the T196E1 self-propelled medium howitzer. The contracts will be administered by the Cleveland, Ohio, Ordnance District.



A "QUICK-THINK" ARTILLERY PROBLEM SOLVER, the new Field Artillery Digital Automatic Computer known as FADAC is based on existing requirements for solving gunnery problems of artillery, free rockets and missiles. Extremely versatile, it also can solve support computations related to surveying, counter battery, fire planning, flash and sound ranging, reduction of meteorological data and master control and programming for automatic checkout of missiles. Necessary input data—target location, powder temperature, gun location, and so on—are inserted manually or by tape reader by means of a simplified keyboard. When a button is pressed, gun orders comprising deflection, quadrant elevation, fuze time and charge are displayed in decimal form. The computer was developed by Autonetics, a division of North American Aviation, Inc., under sponsorship of the Army Ordnance Arsenal, Frankfort, Pennsylvania.

High-Mobility Carrier

A half-ton High Mobility Carrier is to be developed by Canada for the U. S. Army, under terms of the U. S. Army-Canadian Development Sharing Program. When combined with a trailer of equal payload, the High Mobility Carrier would provide outstanding mobility under extreme climatic conditions. The unarmored vehicle will be gasoline-powered, with a 200-mile range, and will be air transportable. It now is planned to develop such a vehicle as replacement for the M-29 Cargo Carrier (Weasel) and the M14A1 one-ton sled.

M-14 Rifle Production

A third commercial production source for the Army's new lightweight M-14

rifle has been added with selection of Thompson-Ramo-Woolridge, Inc., of Cleveland to manufacture the weapons. The firm was awarded two contracts, one for 100,000 rifles and one for rehabilitation of existing facilities and purchase of production equipment. The M-14 presently is being produced by the Winchester-Western Division, Olin Mathieson Chemical Corporation, New Haven, Connecticut, and Harrington and Richardson, Inc., Worcester, Massachusetts.

First Salute—To Charity

Following graduation ceremonies of the 62d Officer Candidate Company of the Fifth Battalion, Student Brigade at Fort Benning recently, the entire class lined up to render a solemn salute to The Infantryman Statue. Then, in keeping

with the old tradition that a dollar goes to the first person saluted by candidates after graduation, they donated the dollar to the Ann Elizabeth Sheppard Orphanage in Columbus, Georgia. A total of \$101 was realized and a new tradition probably has been started.

Computer for Combat

Tests are being conducted at the U. S. Army Signal Research and Development Laboratory, Fort Monmouth, New Jersey, on a medium-sized, mobile computer designed for use in forward combat areas. The item was designed and built by Philco Corporation under technical supervision of the laboratory. Known as "Basicpac," it is designed for combat computations and command control and support data processing. Installed

in an all-weather shelter, the computer can be mounted on a 2½-ton truck for speedy transport.

Ammunition Supply

Along with buildup of ground combat power, the Army is stepping up the pace of ammunition manufacture. Four contracts totaling more than \$20 million were awarded recently for production of ammunition components, propellants, explosives, missile warheads, artillery rounds and other items. The contracts are part of the Army's \$440,000,000 budget for ammunition during FY 1962. Most of the money is earmarked for conventional firepower. Among items in the stepped-up program are 7.62 ammunition for the new M-14 rifle and the lightweight M-60 machine gun.



STRESSING anew the theme of interservice cooperation, General George H. Decker, Army Chief of Staff, presents the October special Air Force issue of ARMY INFORMATION DIGEST to General Curtis LeMay, Air Force Chief of Staff. The special issue of the official Army magazine was second in a series. The first, published in July, was devoted to the United States Navy. The Air Force in turn devoted the November issue of its official publication, "Airman," to the U. S. Army. General Decker initiated the DIGEST special issues in an effort to give Army readers a better understanding of the role of sister services.

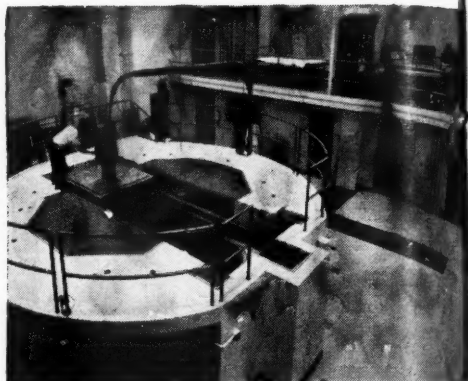
**The Army studies effects of high-energy radiation
on electronics equipment with this**

Reactor for Radiation Research

FIRST facility of its type to be fully owned and operated by the Army, a nuclear pulse reactor now is in operation on the grounds of the Forest Glen, Maryland, section of Walter Reed Army Medical Center. The new unit—called DORF, for Diamond Ordnance Radiation Facility—is manned and operated by personnel of the Diamond Ordnance Fuze Laboratories, with the Medical Center providing health physicists.

The new reactor is capable of producing repetitive, self-limiting pulses of high-energy radiation under controlled laboratory conditions. The pulses will be used to study intense neutron and gamma radiations, particularly as they affect electrical components and circuits.

The reactor simulates many conditions that might be encountered in a nuclear blast. Radiation effects on selected items of Army equipment can then be analyzed



without the blast and heat effects of an exploding bomb. The unit was constructed by General Dynamics Corporation of California for the Army Ordnance Corps.

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Freedom's Heritage—

*One of a series of commentaries on
"The U.S. Army in Action" Poster Series*

Christmas 1776-1961

by

Brigadier General
Richard G. Stilwell
Commandant of Cadets,
United States Military Academy

"Christmas, 6 p.m. . . . It is fearfully cold and raw. . . . The wind is northeast and beats in the faces. . . . It will be a terrible night for the soldiers who have no shoes . . . but have not heard a man complain. They are ready to suffer any handicap and die rather than give up their liberty."

So wrote a staff officer as General Washington prepared to lead his ragamuffins across the darkly raging Delaware and down icy roads to Trenton, there to strike the enemy vanguard. Indomitable leader and equally indomitable followers knew, instinctively, that much more than a battle impended, that the next few hours would be of transcendent importance to the nation proudly born that fourth of July. They knew they were the last rallying point in a land swept by defeatism and apathy. They alone stood between the main weight of the British Army and the seat of government in undefended Philadelphia. In their hands rested the fate of the fledgling United States of America. They could not fail.

Nor did they fail! Through the long night they pressed forward, pitting faith and guts against continuous physical tortures. By dawn, they were in position to exploit the surprise they had so valiantly achieved. The attack was violent. Alexander Hamilton's guns, pictured here, raked the foe with shot at close range; James Monroe's infantry charged with bayonets fixed; the entire force fought with a bravery and fury unsurpassed in the tradition of American arms. Against such men, the Hessians were helpless. The action was brief, the victory complete. Though many tests were yet to come, the decision was already writ: by virtue of the feats of Washington's soldiers that Christmas season, this nation would endure in freedom.



DOWN through the years since '76, our Country has oft times been embattled. In each moment of crisis, she has looked to her Army to defend her honor and maintain the integrity of the nation. Whatever the cost, that Army has met each challenge in full and has provided the shield behind which the faltering might coalesce. In being true to its heritage, it has drawn sustaining strength therefrom. Only soldiers will comprehend how the men of Trenton reached out, at Christmas time, to encourage their comrades at Petersburg, on the roads to Bataan, in the Ardennes, or stemming the Chinese offensive in Korea.

In the traditional sense, the guns are silent today. Yet dangers of unprecedented magnitude stalk these United States at every turn and in every corner of the globe. The immensely powerful Sino-Soviet bloc, bent on subjugating the rest of the world, stands poised for massive strikes against the unwary or unprepared while pressing its aggressive designs in a thousand insidious ways below the level of armed conflict. It is mete, therefore, that our Country should again give us, soldiers all, the signal honor of taking front rank in the defense of the Free World; should expect us to stand up and be counted no matter how rough the going or great the sacrifice; should demand that we show forth the unconquerable spirit and courage that spurred George Washington and his gallant band to victory against great odds 185 years ago. The Army cannot, will not fail you, America!

MERRY CHRISTMAS, 1961

Department of the Army Poster 21-37 here reproduced is one of a series dramatizing the history and accomplishments of the United States Army. In the action depicted at Trenton, New Jersey, 26 December 1776, Alexander Hamilton's company of New York Artillery (now D Battery, 5th Field Artillery) raked the bewildered Hessians as they tried to form ranks in the street. Washington's ragged Continental Army thus gained its first victory in months, capturing 1,000 Hessians and eliminating the British from their salient in New Jersey.



*"that this nation
shall not perish"...*

**"The well-armed, well-trained
American serviceman on the ground
is a living symbol of our readiness
to contribute to the common defense—
a symbol that both allied peoples
and potential aggressors can see—
a visible and effective deterrent to war. . ."**

**Secretary of the Army
Elvis J. Stahr, jr.**

